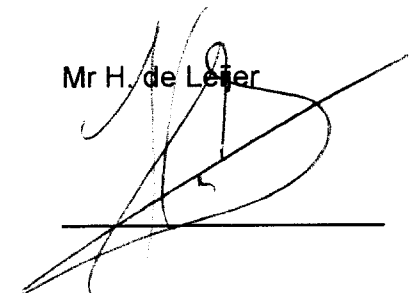




Traceca Project
Immediate Training Action
A-Senior Management Level
B-Sectorial Training of Trainers
**Second Progress
Report**
20 June 1996

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
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:		
Contact person	Mr M. Bekmagambetov Mr E. Kaplan	Mr H. de Leijer 
Signatures	_____	_____

Date of report : 20 June 1996

Reporting period : 1 May 1996 till 2 June 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. SUMMARY OF PROJECT PROGRESS SINCE THE START
3. SUMMARY OF PROJECT PLANNING FOR THE REMAINDER OF THE PROJECT
4. PROJECT PROGRESS IN REPORTING PERIOD
5. PROJECT PLANNING FOR NEXT REPORTING PERIOD
6. ANNEXES

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

Since the start of the project, both training courses in Almaty and the study tours to Western Europe were executed.

From mid December 1995 till mid March 1996, 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.

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:

The B-Group, consisting of Middle Management Level and Trainers, followed the training programme in Almaty from 6 May 1996 till 16 May 1996. Directly after this training programme, a group travelled to Europe, where they visited transport companies, training institutions and authorities. They returned to their home countries on 2 June 1996.

For the B-programme, 150 persons were invited and 122 actually took part. As planned, 35 experts took part in the study tour.

For the A-Group and the B-Group the planned and realised number of participants is indicated in the following two tables:

A-Group:

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

B-Group:

COUNTRY	PLANNED		REALISED	
	REGIONAL TRAINING	STUDY TOUR	REGIONAL TRAINING	STUDY TOUR
Armenia	15	4	12	3
Azerbaijan	16	4	12	4
Georgia	15	4	7	3
Kazakstan	35	7	45	9
Kyrgystan	12	3	8	3
Tadjikistan	12	3	11	3
Turkmenistan	15	4	7	4
Uzbekistan	30	6	20	6
TOTAL	150	35	122	35

During and after the first programme, evaluations were carried out and as a result some minor revisions have been made in the programme for the B-Group:

- in the B-Group there was no longer a specific group on infrastructure, construction and maintenance. The experts in this field are included in the other groups;
- the B-Group is extended with a group on railway transport;
- the length of especially the programme in Almaty was found too long by the A-Group, and it was 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 evaluation of the A-Group did not give reasons to change the topics and the items in the programme, but in the B-Group, the presentations were focused more at practical matters.

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

By finalising the programme for the B-Group, the project has nearly come to an end. The only remaining activity is the identification of further training needs and the presentation of the draft final report.

Several countries have indicated that they are going to organise an internal evaluation session. They have also been asked also to indicate their demands and desires concerning the further training needs.

The draft final report was scheduled to be presented in the beginning of July 1996, but it is considered that the information from the countries concerning evaluation and follow-up will give an added value to the report. For that reason it is proposed to finalise the draft final report in the beginning of August 1996, as to include all country information.

Depending on the type of remarks and ideas, a final visit to the Region could be scheduled at the end of July.

4. PROJECT PROGRESS IN REPORTING PERIOD

Execution of the project

The project has been carried out completely in line with the planning. The First Progress Report has been submitted at 2 May 1996. Since that date the following activities have been undertaken:

- preparation of additional training material for the B-Group in English and Russian;
- practical arrangements for the training programme in Almaty and the study tour for the B-Group:
 - 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 B-Group;
- execution of the study tour for the B-Group;
- handing over of the equipment to the recipient.

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

The project was visited by representatives of the EU Delegation in Kazakhstan, TRACECA Management and the EU Monitoring and Evaluation Unit.

Several articles in local newspapers and magazines have been published on the programme (see the Annexes).

To a large extent, the planning of the training course, as it was presented in the First Progress Report. However, some minor changes were made, e.g. two sub-groups have been combined for several sessions, due to the fact that the number of experts from the water sector were limited in size.

The study Tour to western Europe had to be revised slightly, due to the fact that participants arrived one day too late in Frankfurt. Kazakhstan Airlines cancelled the flight at the last moment. The revised programme can be found in the Annexes.

Already in the First Progress Report, a draft version of a Memorandum of Understanding has been presented. A slight revision of one of the Articles in this Memorandum has been made by the representatives of the countries. The final text of the Memorandum is presented in the Annex.

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. 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.

OVERALL EVALUATION B-COURSE ALMATY (IN %)

	Excellent	Good	Satisfactory	Unsatisfactory
Selection Topics	23	65	12	0
Contents	3	89	8	0
Presentation	24	76	0	0
Course Materials	18	70	12	0
Organisation	67	31	2	0
Accomodation	83	17	0	0

FINAL EVALUATION PER TOPIC - Contents (in %)

TOPIC - Contents	Excellent	Good	Satisfactory	Unsatisfactory
Multimodal Transport	78	22	0	0
Logistics	65	33	2	0
Transport Management	39	56	5	0
Transport Financial	19	72	9	0
Marketing	61	39	0	0
Road Transport Law	53	45	2	0
Contracting/Insurance	50	46	4	0
IT/EDI	48	50	2	0
Port and Water Management	39	52	9	0
Forwarding and Customs	18	64	18	0
Human Resources Management	48	50	2	0
Transition	42	53	5	0
Railway Infrastructure	82	18	0	0
Railway Operations	90	10	0	0
Road Planning	18	67	15	0

FINAL EVALUATION PER TOPIC - Presentation (in %)

TOPIC - Presentation	Excellent	Good	Satisfactory	Unsatisfactory
Multimodal Transport	81	17	2	0
Logistics	72	26	2	0
Transport Management	45	47	8	0
Transport Financial	39	53	8	0
Marketing	61	39	0	0
Road Transport Law	62	36	2	0
Contracting/Insurance	58	40	2	0
IT/EDI	54	40	6	0
Port and Water Management	50	45	5	0
Forwarding and Customs	22	61	17	0
Human Resources Management	57	42	1	0
Transition	50	45	5	0
Railway Infrastructure	100	0	0	0
Railway Operations	80	20	0	0
Road Planning	26	58	16	0

**MOST INTERESTING TOPICS
(frequency mentioned)**

TOPIC	
Multimodal Transport	46
Logistics	35
Transport Management	32
Transport Financial	25
Marketing	17
Road Transport Law	18
Contracting	20
IT/EDI	21
Port Management	5
Water Transport Management	3
Forwarding and Customs	12
Human Resources Management	14
Transition	23
Railway Infrastructure	3
Railway Operations	4
Road Planning	7

In the final evaluation session in Almaty, the participants expressed their appreciation of the programme and the contents and quality of the training material. Remarks made were very positive. Some ideas for new training programmes were given, they will be included in the final report.

The Study Tour to Western Europe started one day late, due to the fact that Kazakhstan Airlines cancelled the planned flight to Frankfurt at the last moment. The programme in the first two days was revised accordingly. The programme was more focused at practical matters in transport and also more at training in transport and visits to training institutes. Both aspects were evaluated positively by the participants. There were numerous possibilities to discuss in detail the operations in companies and to go in detail in specific items of interest. Promising business contacts were established between the participants and transport companies and training institutes in The Netherlands and Germany. In the final evaluation session in Berlin, the participants expressed their appreciation on the contents and organisation of the study tour. Ideas for a follow-up will be included in the final report, when all evaluations on the programme have been received and analysed.

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)
Planning period: 1 May - 2 June 1996	Prepared on : 20 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.

No	ACTIVITIES IMPLEMENTED	TIME FRAME							INPUTS			OTHER planned (realised)	
		MAY		JUNE			PERSONNEL (planned = realised)	EQUIPMENT AND MATERIAL	OTHER planned (realised)				
		1	2	3	4	1				2	3	4	EC Consultant
1.	Execution of training programme	xx	xx							15 weeks	2 weeks	-	11 tickets Europe (12) 122 transport costs regional (114) 1670 days DSA (2050)
2.	Execution of Study Tour			xx	xx					5 weeks	-	-	37 tickets Europe (37) 444 days DSA (444)
TOTAL											20 weeks	2 weeks	48 tickets Europe (49) 122 regional transport (114) 2114 days DSA (2494)

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, Kyrgystan, Tajikistan, Turkmenistan, Uzbekistan)		Page : 1
Planning period : 1 May - 2 June 1996		Prepared on : 20 June 1996		EC Consultant : Netfconsult		
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	20 work weeks	20 work weeks	85 work weeks	4 work weeks	
Local Experts	27 work weeks	2 work weeks	2 work weeks	24 work weeks	3 work weeks	
Sub-total	116 work weeks	22 work weeks	22 work weeks	109 work weeks	7 work weeks	
EQUIPMENT AND MATERIAL						
Sub-total						
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 : 20 June 1996 EC Consultant: Nethconsult			
Output results	Deviation original plan + or - %	Reason for deviation	Comment on constrains & assumptions
Number of persons trained 122	-14%	Unavailability to travel to Almaty because of: urgent affairs in the home country unsuitability of travel documents	
Number of presentations	0%		
Number of persons in field visit 35	0%		

5. PROJECT PLANNING FOR NEXT REPORTING PERIOD

The work remaining in the project is the final evaluation and the identification of further training needs. At this moment several countries are preparing their final evaluations and their ideas concerning future training projects.

In the final stage of the project, the Consultant will identify the further training needs and will propose possible follow-up activities. The evaluation and identification of further training needs will be presented in the draft final report. Possibly one additional trip to the Region will be made, to finalise this last activity.

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 : 2 June - 31 August 1996		Prepared on : 20 June 1996		EC Consultant : Nathconsult			
Project objectives : Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe.							
TIME FRAME							
1996(months)							
		June		July		August	
No	ACTIVITIES						
1.	Training Evaluations and Recommendations	x	x	x			
2.	Drafting of the Final Report			x	x	x	
						TOTAL	
						1 ticket Europe 5 days DSA	
						1 ticket 5 days DSA	

**Annex Training Programme
for the B-Group
Actually carried out**

PROGRAMME B-GROUP 6-17 May 1996 Almaty

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

**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	Road Transport Law	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	Contracting

**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	
TEACOFFEE BREAK					
10.45 to 12.15	Transition	Logistics	Road Planning	Plenary Session Country Presentations	
LUNCH BREAK					
13.30 to 15.00	Road Planning	Multimodal Transport	Information Technology	Evaluation	
TEACOFFEE BREAK					
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
TEACOFFEE BREAK					
10.45 to 12.15	Registration	Transport Financial	Customs	National Holiday Social Visit	Contracting
LUNCH BREAK					
13.30 to 15.00	Registration	Transport Management	Harmonisation Legislation	National Holiday Social Visit	Transport Marketing
TEACOFFEE BREAK					
15.15 to 16.45	Registration 18.00 Opening Session	Transport Management	Road Transport Law	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	
TEA/COFFEE BREAK					
10.45 to 12.15	Road Planning	Multimodal Transport	Transition	Plenary Session Country Presentations	
LUNCH BREAK					
13.30 to 15.00	Information Technology	Logistics	Road Planning	Evaluation	
TEA/COFFEE BREAK					
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	Forwarding	Transport Management	National Holiday Social Visit	Contracting
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	Transport Law	Transport Financial	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	Transition	Information Technology	Plenary Session Country Presentations	
TEACOFFEE 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	
TEACOFFEE 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	Contracting
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	Transport Law	Transport Financial	National Holiday Social Visit	Human Resources Development

**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	
TEACOFFEE BREAK					
10.45 to 12.15	Logistics	Electronic Data Interchange	Water transport	Plenary Session Country Presentations	
LUNCH BREAK					
13.30 to 15.00	Transition	Road Planning	Multimodal/Quality Management	Evaluation	
TEACOFFEE BREAK					
15.15 to 16.45	Transition	Road Planning	Multimodal Transport/Railways	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
TEACOFFEE BREAK					
10.45 to 12.15	Registration	Railway Infrastructure	Railway Operations	National Holiday Social Visit	Railway Policy
LUNCH BREAK					
13.30 to 15.00	Registration	Railway Planning	Railway Financial	National Holiday Social Visit	Forwarding
TEACOFFEE BREAK					
15.15 to 16.45	Registration 18.00 Opening Session	Railway Planning	Railway Financial	National Holiday Social Visit	Customs

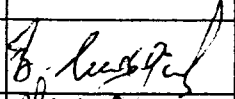
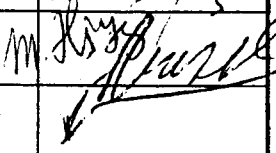

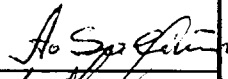

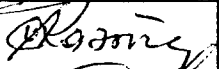

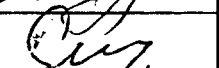
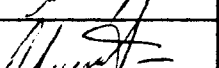
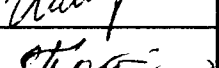
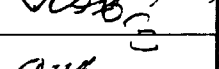

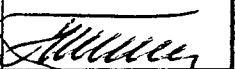
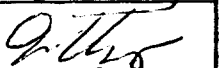
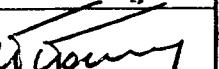
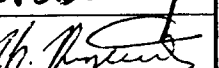
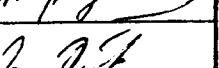
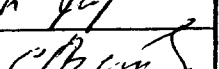
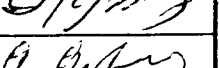
**TRACECA TRAINING
GROUP 5 RAILWAY**


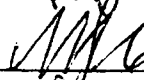
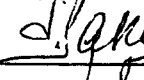
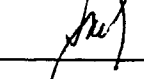

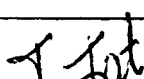
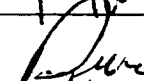
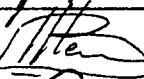
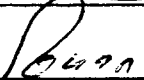

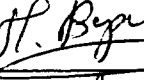
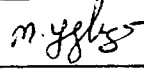
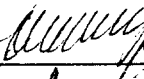
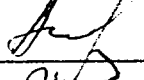

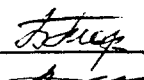
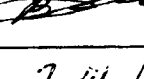
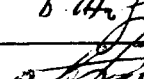
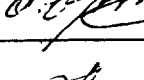
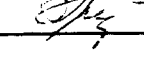
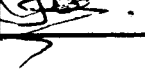
WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Multimodal Transport	Road Planning	Information Technology	Plenary Session Country Presentations	
TEACOFFEE BREAK					
10.45 to 12.15	Multimodal Transport	Road Planning	Electronic Data Interchange	Plenary Session Country Presentations	
LUNCH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

**Annex Study Tour to Western
Europe of the B-Group
Actually Carried out**

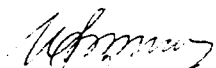




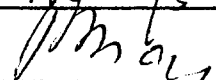
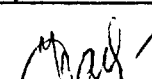
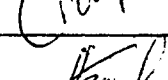
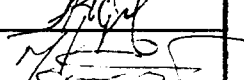
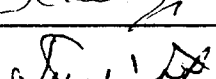
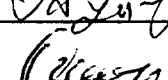
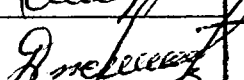
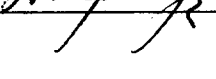
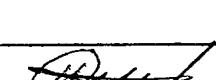
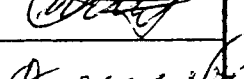
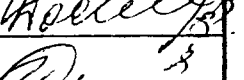
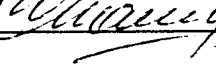
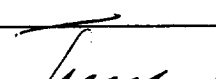
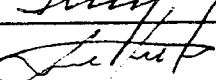
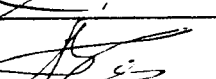
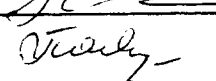
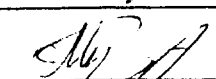
**Annex List of Participants
in the Training
programme in Almaty
and the study tour**

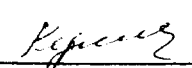

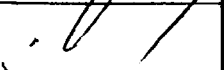
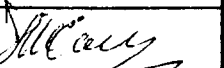
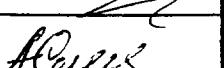
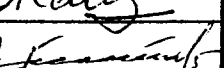
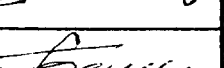



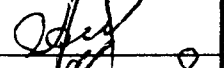
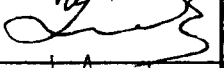
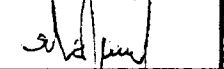
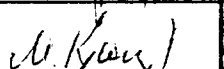

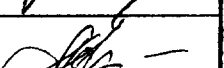
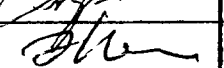
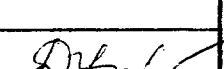
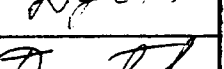
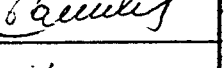
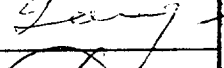
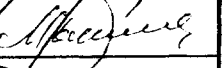
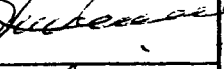

**THE LIST OF SEMINAR PARTICIPANTS
ON TRACECA PROJECT,
MAY 6 - 19, 1996.**

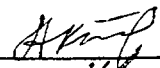

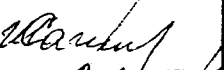
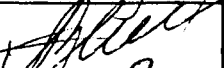
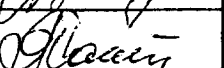
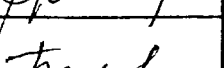
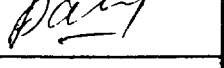
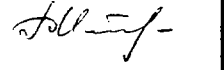
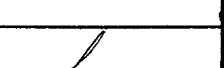



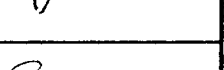
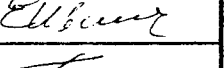
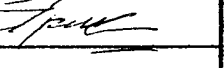
N	Full Name	Position	Signature
		Azerbaijan	
1	Iliassov Vadim	Head of Baku Sea Agency "Inflot"	
2	Aliev Malik	Head of Supplying Department, State Concern "Azerautonegliyat"	
3	Mirzoev Seiran	Deputy Head of Economic Relations Service, Azerbaijan Railways	
4	Allakhverdiev Selimkhan	Head of Department, Holding Company "Gate-East"	
5	Mamedov Nazim	Head of Economic Relations Service, Caspian Sea Steam-Navigation	
6	Kyazimov Coltan	Chief Engeneer of Baku Sea Port	
7	Kerimov Intizam	Head of Department, Azerbaijan Railways	
8	Fataliev Kamza	Head of Department, State Company "Azerautodor"	
9	Iskenderov Ali	Chief Specialist of Azerbaijan International Association of Road Transport Carriers	
10	Babaev Beibala	Chief Engineer of Operation Department, State Company "Azerautodor"	
11	Mustafaev Rizvan	Chief Engineer of the Road Construction Administration, State Company "Azerautodor"	
12	Orudzhev Tofik	Head of Department, Holding Company "Gate-East"	
		Armenia	
13	Kagramanov Grigori	Chief Engineer of Armenian Railways	
14	Galstian Artaches	Chief Engineer of Freight Carriages, Ministry of Transport & Communications	
15	Mesropyan Mesrop	Chief Engineer of Freight Carriages, Ministry of Transport & Communications	
16	Budaghyan Armen	Assistant Professor of Polytechnical Institute	
17	Parzyan Airapet	Head of Railway Department, Ministry of Transport & Communications	
18	Arutyunyan Sergei	Head of Railway Technical Department	
19	Ter-Grigoryan Grigor	Chief Engineer State Road Transport Enterprise	

20	Movsisyan Gamlet	Head of Automobil Enterprise 2981	
21	Torgomyan Levon	Head of Planning Economic Department	
22	Danielyan Sisak	Director of State Shairholding Transport Enterprise N10	
23	Mamyan Sergei	Head of Economic Department, Ministry of Transport	
24	Ambartzoumyan Gerbert	Head of Road Transport Department, Ministry of Transport & Communications	
		Georgia	
25	Tatishvili Tengiz	Executive Secretary of TCC of Georgia, Member of Council	
26	Bichiashvili Oleg	Head of International Railway Carrier Service	
27	Sheliya Vladimir	Coordination Council on Water & Railway Transport Chief of Department	
28	Gongladze Ushangi	Head of department TCC of Georgia	
29	Tatunashvili Guram	Deputy Head of Financial Service of Railway Department	
30	Varshanidze Nugzar	Deputy Head of Samtred Territorial Administration of Railway Department	
31	Kourashvili Otari	Freight Department of Road Transport Administration, Head	
		Kyrgyzstan	
32	Omurkulov Isa	Chief Transport Inspector, Ministry of Transport	
33	Arzibaev Amirbek	General Director of Joint-Stock Company "Oshautotrans"	
34	Irsaliev Almazbek	Head of Foreign Economic Relations, Candidate of Technical Sciences	
35	Torobekov Bekzhan	Assistant Professor of "Automobiles" Department, Osh Technological University	
36	Lapin Viktor	Head of Department of Joint-Stock Company	
37	Gorobekov Bolot	Assistant Professor of "Automobiles" Faculty, Osh Technological University	
38	Beketaev Orozali	Head of "Autotransport" Faculty, Bishkek University	
39	Abakirov Suran	Dekan of Bishkek University	
		Tajikistan	
40	Achourov Abdourakhim	Head of Road Transport Department, Ministry of Transport and Road Management	

41	Sokhibov Nimatouлло	Deputy Head of the Department of Transport and Communications of the President's Office of the RT	
42	Kakharov Abdouvali	Director of Computer Centre of Road Ministry	
43	Yunusov Akhtamto	Chief Specialist of Foreign Economic Relations Department, Ministry of Transport and Road Management	
44	Eribekov Mirali	Chairman of "Avtobus" Enterprise	
45	Zaimoudinov Pirgon	Deputy General Director of "Tajiknakliet"	
46	Ismoilov Tolibchon	Head of Carrier Department	
47	Alinazarov Kholik	Head of Carrier Department	
48	Sanginov Oblokul	Deputy Head of the Chair	
49	Radjabov Makhmadali	Director of Autotransport Enterprise N6	
50	Goulov Yakoub	Chief of Privatization Department of Road Ministry	
		Turkmenistan	
51	Kourbankouliev Achirkouli	Prorector on Scientific and Economic Activities, Institute of Transport and Communications	
52	Byashimov Kadyrguli	Head of the Chair, Automobil and Air Institute of Transport & Communications	
53	Amanaliev Bairamali	General Director of Joint Venture "Intertrans"	
54	Badamov Hudaiberdi	Chief Engineer of Marine Steam-Navigation	
55	Mamedov Amanshikh	Head of "ACPTR" of Turkmen Slip Line	
56	Babakhanyants Pavel	Head of Industrial Unit, Marine Steam-Navigation	
57	Tailyev Taily	Turkmen Slip Line Deputy Chief of Department	
		Uzbekistan	
58	Gorelkin Aleksandr	General Director of Scientific-Industrial Enterprise "Uzautotranstekhnika", "Uzautotrans" Corporation	
59	Mirkhamidov Mirpulat	Deputy General Director of "Uzzheldorexpeditiya" State Enterprise, State Shairholding Railway Company "Uzbekiston Temir Yullari"	
60	Abralov Kabuljon	Head of Staff and Social Development Management, "Uzautotrans" Corporation	
61	Mirzaev Tokhirjon	Head of "Uzyulloyikha", "Uzautoyul" Concern	

62	Irmatov Shukhrat	Deputy Chairman of "Uzautotrans"	
63	Bakhadirov Khodjitura	Assistant Professor of Road Carriages Faculty, Tashkent Road Institute	
64	Umirshaikhov Bakhtier	Chief Engineer of "Uzintrans", Uzautotrans" Corporation	
65	Muslimov Tuychi	Chief Engineer of "Uzbekautotur" Firm, "Uzautotrans" Corporation	
66	Rakhmatullaev Sadritdin	Head of Main Department of Passenger Caggiages, "Uzautotrans" Corporation	
67	Topalidi Valery	Head of Scientific-Industrial Department, Tashkent Road Institute	
68	Sarvirova Nataliya	Deputy Dean on Economic Department of Tashkent Road Institute, Assistant Professor of Transport Marketing Facility	
69	Abdurakhmanov Abdumalik	Assistant Professor of Foreign Economic Relations, Tashkent Road Institute	
70	Kadyrov Sarvar	Chief Specialist of International Transport Department, Ministry of Foreign Economic Relations	
71	Tulchiev Erkin	Head of "Technology and Mechanization of Freight Work" Facility, Tashkent Institute of Railway Engineers	
72	Aripov Obid	Director of Samarkand Secondary School	
73	Dzhurakulov Samar	Teacher of Samarkand Secondary School	
74	Sagdullaev Rikhsillo	Head of Freight and Commercial Activities Service Department, State Shairholding Railway Company "Uzbekiston Temir Yullari"	
75	Irkakhodzhaev Saidzhalol	Chief Specialist of Analys and Forecasting of Communications Department, Goskomprognozstat	
76	Dospulatov Bakhtiyar	Head of Department of "Tashautoyul" Enterprise, "Uzautodor" Concern	
77	Imamov Karim	Head of "Bukharautoyul" Enterprise, "Uzautodor" Concern	
		Kazakhstan	
78	Taranenko Arkadiy	Head of Transport Development Department, Ministry of Transport and communication, Head of Delegation	
79	Tokhtybaev Iskander	Commercial Direktor, "Kazaeroprojekt"	
80	Abdukarimov Berik	Head of Department of Scientific Technical Policy	
81	Paliy Vera	Chief Specialist of Legal Activity Administration of MTC	
82	Musina Gulmira	Chief Specialist of Foreign Relations Department, MTC	
83	Mikhailov Pavel	Chief Specialist of Road System Development Department of MTC	

84	Kouyanbaev Abdougali	Water Transport Department, Chief	
85	Vorobyev Vladimir	General Manager of Joint-Stock Company "Aktau Sea Trade Port"	
86	Sarypbekov Maidanbek	Director of Institute "Kazgiprozheldortrans"	
87	Kokrekbaev Karim	Head of State Enterprise "Almatyjeldorexpedititsiya"	
88	Smirnov Alexander	Head of State Commercial Enterprise "Zheldorexpedititsiya"	
89	Panabekov Daulet	Head of State Enterprise "Aktyubzheldorexpedititsiya" for West Kazakhstan Railways	
90	Bekzhanova Saule	Head of the Chair "Freight and Commercial Activities", Almaty Institute of Railway Engineers	
91	Kasymova Dinazat	Freight & Commercial Transport" Faculty of Railway Institute, Assistant Professor	
92	Koslenko Pavel	Deputy Direktor of Almaty Branch of "Kazaeronavigation"	
93	Amirbekov Bolat	Head of Zhambyl Regional Transport Inspection Board	
94	Shauenov Marat	General Director, Almaty Management of State Autotransport Enterprises	
95	Esbergenov Zhalgas	Head of Mangystau Regional Transport Inspection Board	
96	Kopakov Marat	Head of Atyrau Regional Transport Inspection Board	
97	Almukhambetov Saimasai	Head of Taldykorgan Regional Transport Inspection Board	
98	Asilbekov Abdumanap	Head of Economy & Management Chair, Almaty Road Institute	
99	Bibanov Zhenis	Assistant Professor Automobil Carrier & Road Traffic Organization, Almaty Road Institute	
100	Duisekeyeva Saule	Chief Scientific Officer, Joint-Stock Company "Scientific & Research Institute of Road Transport"	
101	Bazhbenov Sailyau	Head of Atyrau Industrial Enterprise of Automobil Transport	
102	Usenov Kuandyk	President of South-Kazakhstan Company on Freight Road Transport	
103	Mynjanov Inerbai	President of "Mangystauavtotransholding"	
104	Ramazanov Temirbek	Deputy Head of "Taldykorganautokolik"	
105	Eszhanov Kanat	Deputy Head of Almaty Transport Inspection Board	
106	Valishev Askhat	Deputy General Director of "Pavlodartransholding"	
107	Kazybaev Mels	Head of Autocolumn N2562	

108	Kamelbekov Akan	Director of Joint-Stock Company "Avtokombinat N2" of Almaty	
109	Badambaev Medetgazy	General Director of Almaty Transport-Expeditional Company	
110	Sagimbaeva Sholpan	Deputy Head of Consulting Firm on Transport Issues "Iskomtrans"	
111	Zavyalov Anatoly	Head of Autocolumn N2562	
112	Igibaev Sagat	Director of Trening Centre on International Carriers	
113	Baimakhanov Bakhyt	"Avtokombinat #6", Director	
114	Imanseitova Raushan	Transport Inspection of Kazakhstan, Chief specialist	
115	Asylbekov Amanbai	"Kazakhstan Airlines" Head of Planning & Analysis Department	
116	German Vladimir	"Avtokolonna 2588", Director	
117	Touleousyn Amanbay	Almaty Railway Station, Chief	
118	Ivanov Evgeniy	"Transsystem", Deputy Director	
119	Grigoriadi Elena	"NIIAT", Consultant-economist	
120	Aldabergenova Nagima	"NIIAT", Research	
121	Filippov Alexandr	"NIIAT", Chief of Department	
122	Savrasov Rem	"NIIAT", Chief of Department	

List
of the participants in the foreign tour
organized by TRACECA line
from May19 - June1, 1996

NN	Full name	Designation
<u>Azerbaijan</u>		
1	Iliassov Vadim	Head of Baku Sea Agency "Inflot"
2	Aliev Malik	Head of Supplying Department, State Concern "Azerautonegliyat"
3	Allakhverdiev Selimkhan	Head of Department, Holding Company "Gate-East"
4	Mirzoev Seiran	Deputy Head of Economic Relations Service, Azerbaijan Railways
<u>Armenia</u>		
5	Kagramanov Grigori	Chief Engineer of Armenian Railways
6	Galstian Artaches	Chief Engineer of Freight Carriages, Ministry of Transport & Communications
7	Budaghyan Armen	Assistant Professor of Polytechnical Institute
<u>Georgia</u>		
8	Tatishvili Tengiz	Executive Secretary of TCC of Georgia, Member of Council
9	Bichiashvili Oleg	Head of International Railway Carrier Service
10	Tatunashvili Guram	Koordinator of Communication Service of the President's Office of Georgia
<u>Kazakhstan</u>		
11	Taranenko Arkadiy	Head of Development Department, Ministr of Transport and communication, Head of Delegation
12	Vorobyov Vladimir	General Manager of Joint- Stock Company "Aktau Sea Trade Port"
13	Zabarka Asskoldi	Chief Engeneer of "Engeneering autodor"
14	Panabekov Daulet	Head of State Enterprise "Aktyubzheldorexpeditsiya" for West Kazakstan Railways
15	Mussina Gulmira	Chief Specialist of Foreign Relations Department, MTC
16	Sagimbaeva Sholpan	Deputy Head of Consulting Firm on Transport Issues "Iskomtrans"
17	Dusekeyeva Saule	Chief Scientific Officer, Joint-Stock Company "Scientific & Research Institute of Road Transport"
18	Toybaev Askar	Head of the Almaty Transport Inspection

19	Sarypbekov Maidanbek	Director of "Kazgiprojeldortrans"
20	Sidorova Lioudmila	Interpreter
21	Beisembaeva Saule	Interpreter
<u>Kyrgyzstan</u>		
22	Omurkulov Isa	Chief Transport Inspector , Ministry of Transport
23	Arzibaev Amirbek	General Director of Joint-Stock Company "Oshautotrans"
24	Irsaliev Almazbek	Head of Foreign Economic Relations, Candidate of Technical Scienses
<u>Tadzhikistan</u>		
25	Achourov Abdourakhim	Head of Road Transport Department, Ministry of Transport and Road Management
26	Radjabov Makhmadali	Director of Autotransport Enterprise N6
27	Sokhibov Nimatouлло	Deputy Head of the Department of Transport and Communications of the President's Office of the Republic of Tajikistan
<u>Turkmenistan</u>		
28	Kourbankouliev Achirkouli	Deputy Head of Institute of the economic work, transport and communication.
29	Byashimov Kadyrguli	Head of the Chair auto and air institut transport and communication
30	Badamov Hudaiberdi	Chif Engineer of the Marine Stream-Navigation.
31	Amanaliev Bairamali	General Manager of Join Venture "Intertrans"
<u>Uzbekistan</u>		
32	Gorelkin Aleksandr	General Director of Scientific-Industrial Enterprise "Uzautotranstekhnika", "Uzautotrans" Corporation
33	Mirkhamidov Mirpulat !	Deputy General Director of "Uzzheldorexpeditsiya" State Enterprise, State Shairholding Railway Company "Uzbekiston Temir Yullari"
34	Abralov Kabuljon	Head of Staff and Social Development Management, "Uzautotrans" Corporation
35	Mirzaev Tokhirjon	Head of "Uzyulloyikha", "Uzautoyul" Concern
36	Irmatov Shukhrat	Deputy Chairman of "Uzautotrans"
37	Bakhadirov Khodjitura	Assistant Professor of Road Carriages Facility, Tashkent Road Institute

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

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. Иностранным 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 активизации работы направленных на решение практических проблем, дальнейшего развития процессов интеграции между сторонами - участницами транспортного коридора необходимо иметь возможность концентрации усилий по сбору информации по проблемам касающихся 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.Помадзе

Республики Казахстан



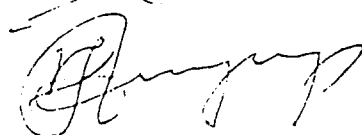
К.С.Мухамеджанов

Республики Кыргызстан



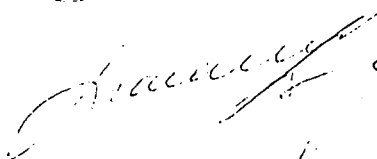
С.С.Закиров

Республики Таджикистан



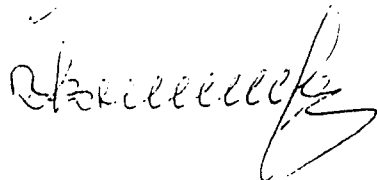
И.И.Негматов

Республики Туркменистан



В.Таганов

Республики Узбекистан



В.А.Исмаилов

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 stir up the activities aimed at solution of practical problems and further development of integration processes between state-members of transport corridor it is necessary to have the possibility of efforts concentration in the sphere of information collection on the problems concerning TRACECA and to promote in the making of these problems solution.

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

**Annex Articles in the
Kazakhstan press**

Коридор, в конце которого виден свет

Речь идет о межконтинентальной транспортной магистрали Европа — Кавказ — Средняя и Центральная Азия

Алексей ПЕТРОВСКИЙ,
«Казахстанская правда»

Как уже сообщалось, в Алматы состоялся двухдневный семинар представителей транспортных организаций Армении, Азербайджана, Грузии, Казахстана, Киргизии, Таджикистана, Туркмении и Узбекистана по вопросам эффективного управления транспортом всех видов, их взаимодействия в международных перевозках. Эти проблемы являются составной частью масштабного проекта транспортного коридора (ТРАСЕКА), техническая разработка которого осуществляется и финансируется программой ТАСИС Европейского сообщества.

Итак, планируется создать коридор, который бы связал надежным и эффективным транспортным сообщением всех видов Европу, Кавказ, Среднюю и Центральную Азию с выходом на Китай и Монголию. Впервые представляли восемь стран собрались вместе, чтобы сделать первый шаг по этому коридору. Они выслушали зарубежных специалистов, обменялись информацией и мнениями. Техническая помощь развитию транспортного коридора со стороны ТАСИС определена 23 проектами, которые будут в последующем внедряться в течение нескольких лет. Эти проекты в совокупности станут своеобразным технико-экономическим и технико-финансовым обоснованием будущего коридора. Они дадут ответ

на вопросы, что надо сделать для его создания, сколько это будет стоить и какую выгоду сулят не только нашей «восьмерке», но и ряду европейских стран, которым тоже выгодно воспользоваться данным коридором.

Техническую разработку ТРАСЕКА дарит Европейское сообщество. А вот строительство складов и терминалов, пунктов технического обслуживания автомобилей и гостиниц для отдыха водителей надо брать на себя. Немалые деньги потребуются и для того, чтобы где-то спрямить путь, построить объездные пути, мосты. Да и автомагистраль во многих местах нуждаются в серьезном ремонте. Железные дороги кое-где так изношены, что поезда вынуждены двигаться чуть ли не со скоростью велосипеда. Иначе говоря, чтобы реализовать проект, требуются деньги, и немалые. Где их взять?

Технический проект, за разработку которого берутся западные специалисты, поднимет авторитет ТРАСЕКА в глазах западных банков. Некоторые из них уже сейчас дают понять, что можно рассчитывать на получение льготных кредитов, поскольку будут они на дело стоящее, перспективное и практически беспроигрышное. Но транспортный коридор — это все-таки не какой-то тоннель, который надо прорубить в породе. В нем много устаревшее законодательство, дающее широкий простор для злоупотреблений. Много несуразностей в самой

водства.

Первый заместитель координатора совета по транспорту Республики Грузии Вахтанг Ломадзе привел такие цифры: порты республике в настоящее время загружены на 20%, железнодорожный транспорт — на 45%, автомобильный транспорт — на 10%. Причина — нет грузов. Конечно, повсюду спад производства, но этому способствуют и сложности с организацией перевозок. Затраты на доставку грузов велики по той причине, что в пути много времени тратится на оформление документов при прохождении таможенных постов и перегрузке.

На себестоимость перевозок ложатся и различные поборы. В то же время перевозка грузов сегодня сопряжена с большим риском. Иначе говоря, нынешнее состояние организации международных перевозок не стимулирует развитие торговли и подъем производства. Наряду с совершенствованием законодательства на транспорте, по мнению Вахтанга Ломадзе, надо менять систему учета, отчетности, статистики.

И эту работу следует начинать немедленно, считает заместитель министра транспорта и связи республики Сулейман Закиров. Транспортные проблемы надо расставлять, не дожидаясь того момента, когда появятся современные законы, подзаконные акты и инструкции — этот процесс, как известно, требует времени. Транспортникам наших стран и всем, кто обеспечивает их ра-

боту, надо идти на уступки, налаживать обмен информацией, своевременно и результативно реагировать в тех случаях, когда кто-то искусственно тормозит продвижение грузов.

Зам. министра транспорта и коммуникаций Республики Казахстан Канат Мухамедханов считает проект транспортного коридора реальным вкладом восьми стран в интеграционный процесс. Мы транзитная страна, нам ТРАСЕКА выгодна и с этой стороны. Есть возможность продлить транспортный коридор через железнодорожный переход «Дружба» в Китай и Юго-Восточную Азию вообще. К проекту изъявили желание подключиться Монголия, Украина, есть интерес к нему и со стороны Молдавии.

Множество вопросов возникло у восьми республик бывшей единой страны, когда они взялись за, казалось бы, несложную задачу: обеспечить беспрепятственное прохождение международных грузов. Решение данной проблемы может быть своеобразным ответом на вопрос, почему интеграция бывших республик, о важности и неизбежной необходимости которой говорят все, от президента до домохозяйки, остается в пределах мечтаний? Иначе говоря, все ли движется?

Интегрироваться новым независимым государствам, несмотря на обидные желая, не просто. Тут одних руководителей и клеватенных заверений мало. Когда мы говорим, что важнейшая причина спада производства кроется в раз-

рыве экономических связей между республиками, вызванном распадом СССР, то выстраиваемся не совсем точно. Экономические связи, которые были во времена Союза, сегодня не только невозможны, но и неприемлемы. Это были правила игры совершенно иной экономической системы, и согласно им никого не интересовало, почему грузы из Еревана в Алматы, или наоборот, везут через Москву, а не напрямую.

Осмелюсь сказать больше: многие болезненные экономические проблемы «республик свободных» возникли бы даже в том случае, если бы СССР сохранился, но рыночные реформы проводились в той интенсивности, которая характерна для России и Казахстана. Вспомните, что меняется характер экономических взаимоотношений и дискомфорт испытывают не только предприятия, находящиеся по разным сторонам новых границ, но и по разные стороны одного и того же забора.

Ну а транспортный коридор через 8 стран вызовет множество вопросов только, что предполагается интегрицию реальную, а не на уровне застольных тосята. Здесь разворачивается серьезная и в некотором роде неизведанная работа. В середине мая в Алматы пройдет первая региональная конференция, посвященная проблеме стыковки транспортных коридоров. Заместители министров транспорта восьми стран намерены выработать единую программу действий в области транспорта, чтобы работать последующем согласованно. Похоже на то, что в конце коридора зажегся свет. С надеждой на реальную интеграцию восьми государств.

The corridor at the end of which the light is seen

The speech is about the intercontinental transport highway Europe - Caucasus - Central Asia

Alexei Petrovskiy

“Kazakstanskaya Pravda”

As it has been already informed, in Almaty the 2-weeks seminar with participating of the representatives of the transport organizations from Armenia, Azerbaijan, Georgia, Kazakstan, Kyrghizia, Tadzhikistan, Turkmenia, and Uzbekistan on the problems of the effective management of all kinds of transport, their interrelations in the international transportations took place. These problems are the component part of the large scale project of the transport corridor (TRACECA), which technical working out is carried out and subsidized by the European Communities TACIS program.

So, it is planned to create the corridor, which would connect by all types of the reliable and effective transport communication the Europe, Caucasus, Middle and Central Asia with exit to China and Mongolia. For the first time the representatives of the 8 countries gathered together in order to make the first step along this corridor. They have listened to the foreign specialists, exchanged the information and opinions. The technical assistance to the development of the transport corridor on the part of TACIS was defined by 23 projects which will be introduced during several years. These projects in total will become the original technical-economical and technical-financial foundations of the future corridor. They will answer such questions as, what should be done for its creation, how much would it cost, and what benefits are promised not only to our “the 8”, but other European countries, which also have advantages in using this corridor.

The European Communities gifts the technical working out of TRACECA. But the construction of the terminals and warehouses, service stations and hotels for drivers' recreation should be taken upon ourselves. A lot of money will be necessary for straightening the roads somewhere, constructing the detours, bridges. And the highways in a lot of places need the serious repair. Here and there, the railways wore out so much, that the trains need to move with a speed of a bicycle. In other words, in order to realize the project, money is necessary and big money. The question is, where to get them?

The technical project, which working out will be done by the Western specialists, raise the authority of TRACECA in the eyes of Western banks. Some of them inform just now, that it is possible to count upon the beneficial credits, because they will be used for worthwhile business, perspective and practically without risk of loss. But the transport corridor isn't some tunnel which should be cut through the rock. It has much of the conventional “rock”. For example, the out of date transport and customs legislation, which give full play for misuses. There is a

lot of absurdity in the system of cargo registration, transportation organization, forwarding.

Tofic Mansurov - the head of the transport and communication department of the Cabinet of Ministers of Azerbaijan Republic, who took part in the seminar, considers that it is possible and necessary already today to use transport more effectively, which considerable part stands idle. It will stimulate the work of the potential shippers. If the cargo passes, the funds for reconstruction of the roads, creation of the transport infrastructure will be found.

TRACECA - is a renaissance of the ancient Silk Road on the modern organizational and technical base - says the first deputy minister of transport and communication of the Armenian Republic - Ashot Shahnazarjan. The new transport corridor will allow us to reduce the price of the cargo transportation from Erevan to Tashkent or Almaty twice in comparison with the devious way through Russia. Of course, the Armenia won't avoid the reconstruction of the railways and for only this we need US\$ 25 millions. But the expenses will be compensated very quickly. Through our countries the transit goods will go and it is profitable to everybody. We know that without reforming of the transport system there is no reforming of the economy, but we hadn't time to do it. TRACECA presents a good chance to create, acting in concord, the conditions for trade within the limits of the international project. And a trade is a motor of the production.

The first deputy of the co-ordinating council on transport of the Republic of Georgia, Vahtang Lomadze listed such numbers: the ports of the republic in present time are loaded for 20 %, the railway transport - for 45%, road transport - for 10%. The reason is - there is no cargo. Of course, everywhere there is a recession of production, but the difficulties with transportations' organization also promote this. The expenses for goods' transportation are great because a lot of time during the route is lost for documents' registration while passing through the customs posts and unloading.

The cost of the transportation includes also different requisitions. At the same time, the cargo transportation today entails great risk. In other words, the current state of the organization of the international transportations doesn't stimulate the development of trade and raising of production. At the same time, with the improvement of legislation in transport, according to the opinion of Vahtang Lomadze, it is necessary to change the system of calculation, accounts, statistics.

And this work should be started immediately, considers the head of the transport and communication department of the government of Kyrghyzia Suleiman Zakirov. It is necessary to undock the transport problems without waiting till the modern laws, legal acts and instructions appear, - this process, as known, demands a lot of time. The transport workers of our countries and all those who supply their work need to compromise, to regulate the exchange of information, in time and effectively react to those cases, when somebody artificially impedes the goods' passage.

The deputy minister of transport and communications of the Republic of Kazakstan Kanat Muhamedzhanov considers the project of transport corridor the real input of the 8 countries into the integration process. We are the transit country, and TRACICA is advantageous to us from this part too. There is a possibility to extend the transport corridor through the railway passage "Druzhba" to China and South-Eastern Asia in general. Mongolia, Ukraine expressed their wish to join this project, and there is an interest on the part of Moldova.

A lot of questions appeared when 8 republics of the former common country decided to solve such, as it seemed, an easy task: to provide the free passage of the international goods. The solution of the present problem might be a very original answer to the question, why the integration of the former republics is still within the limits of dream, thought everybody, beginning from the president and finishing the housewife, speaks of its importance and necessity? In other words, all are for but the business doesn't move.

In spite of their mutual wish, it is not easy for independent states to integrate. The handshakes and assertions are not enough. When we tell that the most important reason in production's recession lies in the disconnection of the economical connections between the republics, caused by the collapse of the Soviet Union, we express our thoughts not quite exactly. The economical connections, which were in the times of the Soviet Union, today, are not only impossible but unacceptable. Those were the rules of the game of quite another economical system, and according to them, nobody was interested why the cargo from Yerevan to Almaty or vice versa was passing through Moscow but not by the direct way.

I beg to say more: many unhealthy economical problems of the "free republics" would have been appeared even in that case if the USSR was preserved, but the market reforms were conducted with the same intensity, which was characteristic for Russia and Kazakstan. The reason is that the character of economical relations is changing and the discomfort is felt not only by the enterprises which are on different sides of the new borders but on the different sides of one and the same fence.

And the transport corridor through 8 countries arose a lot of questions only because it envisages the real integration and not at the level of the feast toast. Here a serious and in some aspects the unknown work is going to be done. In the middle of May, in Almaty, the first regional conference devoted to the problem of jointing the transport corridor will take place. The deputy ministers of transport of 8 countries intend to work out the common program of actions in transport area, in order to work in the following concordance. It looks like at the end of the gigantic transport corridor the light was turned on. The light of hope for real integration of 8 states.

После ду... ре в Алма-Ате

определены перспективы транспортного коридора Европа - Кавказ - Средняя Азия

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, совершенствованию таможенных процедур, торговли, экспедиции, а также нынешний проект по обучению руководящих работников.

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

Как известно, недавно в вашем 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 западными. Думаю, что мы продвинулись вперед быстрее, чем остальные республики. Для Казахстана уже подготовлены проекты кодексов автомобильного транспорта, железнодорожного, правила перевозок грузов международным сообществом 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 предложения.

работки, и то прогрессивное, что уже достигнуто.

Что содержит сегодня иностраных 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 прочувствовать на собственном опыте, когда мы пытались проехать по автомобильным дорогам Средней Азии. Там процветает взыскательство и мздоимство, поскольку нет четкого 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 предташкентскому 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 изжиты у нас, не говоря уже о европейских странах. На пограничных переездах нам приходилось выстывать 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 "Трасика", необходима основательная теоретическая подготовка тех руководителей, от которых зависит цивилизованное функционирование транспортного коридора Европа - Кавказ - Средняя Азия.

Татьяна АБРАМЕНКО

At the international seminar in Almaty the perspectives of the transport corridor Europe - Caucasus - Central Asia were defined.

From April 1, in the capital sanatorium "Alatau", the seminar on the problems of management of the transport sector is being conducted. It was organized within the European Communities TACIS program (the program of the technical assistance to the countries of CIS). The leaders of the transport ministries, departments, companies from 8 republics of Central Asia and Trans-Caucasian: Armenia, Azerbaijan, Georgia, Kazakstan, Kyrghizia, Tadzikistan, Turkmenia, Uzbekistan were invited to this seminar. The training program on the problems of the effective management of transport sector is one of the projects, subsidized by TACIS relating to the creation and development of the transport corridor Europe - Caucasus - Central Asia - "TRACECA". 12 lectors from the Western Europe take part in the seminar. Its main organizers - the Holland consulting firm "Netconsult" and its local partner JV "Scientific-Research Institute of Road Transport".

The director of the institute, the academician of the Academy of transport of Russia, Murat Bekmagambetov answered the questions of Panorama about the tasks of the seminar

What is the essence of the project "TRACECA"?

The transport corridor Europe-Caucasus-Central Asia is the alternative to that one which passes through Russia. The idea of its creation appeared at the conference in Brussels in 1993, but was finally confirmed in October 1995, at the conference in Vienna. Its creation would allow to expand the possibilities for quick and free cargo passage, for further development of the foreign trade between countries.

It is necessary to mention that "TRACECA" is composed from 23 concrete projects including the transport legislation reforming, the roads' improvement, forecast of the goods traffic and formation of the international routes by all kinds of transport, on multi-modal mixed transportation, improvement of the customs procedures, trade, forwarding and also the current project on training the high officials.

All problems installed in the project "TRACECA" will be studied in the process of the seminar.

As it is known, recently in your institute the presentation of transport legislation reforming project took place. Do other republics which take part in the creation of the transport corridor have the similar projects?

In each of these republics the groups on reforming the national legislation were formed, because the most urgent problem today is to bring our laws to conformity with the international laws. And our Kazakstani specialists together with the Western colleagues were busy with these problems. I think that we moved quicker in this direction than other republics. The Draft Codes of the Road Transport, Railway Transport, The Rules of Cargo Transportation by International Community, etc. have been already prepared for Kazakstan. During preparation of these laws the great research and preparatory work was done and the problems which exist not only in Kazakstan were studied.

We shared our experience and observations with the colleagues from other republics. I hope they will take into account our defects and progressive achievements.

What restrains today the foreign carriers who need to use our transport highways?

Though the Kazakstan joints to the Code on Hihgways - the President signed the corresponding Decree, some legal acts which contradict the Decree operate in the Republic. Here are some examples;

In our governmental documents is written that our highways resist the axial load of auto-trains in the limits of 6 tons, while in reality the highways were built with taking into account 10 tons. Nowadays, the carriers who use the highways of republic need to pay the unjustified penalties, what in reality is illegitimate. And there are a lot of such examples. And problems at custom-house, we have felt it on our own backs when we tried to take the roads of Central Asia. The bribery is rampant there as there is no clear regulatory legislation. That is why we must discuss at this seminar with our colleagues from other republics how to simplify the customs procedures in order to make the carriers' movement on international highways easier.

After the seminar, the representatives of all delegations will visit Germany and Holland in order to have the real idea about functioning of the transport companies. The European Community will subsidize the trip as well as the seminar in the limits of the free of charge technical assistance.

You have traveled the intended transport corridor by car. In which of the republics your movement was more calm and civilized?

Without false modesty I can tell that it was in Kazakstan. In other republics there are still a lot of problems, which we overcame, let alone the European countries. On the frontier passages we had to wait the long hours queues, to suffer the different pretensions on the part of the of the auto inspection employees.

In one word, there is not yet any basis for development of the international transportation. Evidently, the Kazakstan has more potential and that is why a lot of foreign partners are eager to cooperate with us.

Will the problems relating to the other kinds of transport besides the road transport be discussed at the seminar?

Of course. The common for everybody lectures on the problems of the transition to the market economy, the international agreements, transport legislation, informational technologies, human recourses' management, etc. were envisaged, as well as training according to specialization. In order to start the concrete realization of the main provisions of the project "TRACECA", the substantial theoretical training of those leaders, on whom the civilized functioning of the transport corridor Europe-Caucasus-Central Asia depends, is necessary.

Tatjana Abramenko

И надежное продвижение грузов

Алексей ПЕТРОВСКИЙ,
«Казахстанская правда»

В санатории «Алатау» открылся двухнедельный семинар по вопросам управления транспортным сектором экономики. Он организован для почти ста представителей министерств транспорта и транспортных организаций 8 стран республик Центральной Азии и Кавказа: Армении, Азербайджана, Грузии, Казахстана, Киргизии, Таджикистана, Туркмени, Узбекистана. Именно этим странам предстоит создать единую систему прохождения грузов по маршруту Европа — Кавказ — Центральная Азия.

Семинар по вопросам эффективного управления транспортом всех видов, их взаимодействия в международных перевозках — составная часть грандиозного проекта транспортного коридора, техническая разработка которого осуществляется (и финансируется) программой ТАСИС Европейского сообщества.

Идея создания данного коридора родилась почти три года назад, но окончательная схема утверждена в октябре 1995 года на конференции в Вене. Данный транспортный межгосударственный коридор является альтернативным тому, который проходит через Россию. Цель ТРАСЕКА — расширение возможностей быстрого и надежного продвижения грузов, дальнейшее развитие процессов развития внешней торговли восьми стран.

А на семинаре рассматриваются вопросы реформирования транспортного сектора в условиях перехода к рыночной экономике, эффективной организации перевозок, экспедирования, таможенных процедур, управления портами, проектирования и строительства транспортной инфраструктуры, совершенствования транспортного законодательства и многое другое. Иначе говоря, техническая помощь развитию транспортного 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 ИС «Научно-исследовательский институт автомобильного транспорта» — надеются, что получение знаний участниками семинара смогут использовать для реформирования транспортного сектора экономики создания условий для качественной работы транзитных организаций, реализации рыночных механизмов, дальнейшего интеграции между странами Центральной Азии и Кавказа 35 слушателей семинара голландского происхождения в поездку в Германию и Голландию. Там они приобретут практические знания по работе транзитных 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 «самизита» Шелкового пути и даже турецкого купца Афанасия Никитина. Не на верблюдах и шакалах, а на вертолетах и самолетах, по горным перевалам, по скальной тропе, по козьей асфальт с километрами столбами, по тропам и гуги много. Они возникли при прохождении через британские страны в виде разрывов в транспортном и таможенном законодательстве, несогласованных постов, вольного толкования всеми, кто контролирует продвижение грузов и автомобилей, нормативных документов и откровенных поборок, которые способствуют законодательным правовой разрозненности в этих странах. И сами транзитные пути несовершенны, нередко не стыкуются вывозят автомобильный, железнодорожный, морской и авиационный транспорт, нечетко работает, а то и вовсе отсутствует система перегрузок.

Недавно сотрудники ИС «Научно-исследовательский институт автомобильного транспорта» в качестве эксперимента совершили на легком автомобиле путешествие из Алматы в Ашхабад. Они увидели на этом пространстве множество длиннющих очередей у таможенных пунктов, испытывали на себе истинное «гостеприимство» таможенников и зеттоинспекторов, выслушали множество жалоб водителей грузовиков.

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

цев. С этим надо бороться иначе — выработкой единого, максимально приближенного к мировому, транспортного и таможенного законодательства, понятного всем и исключая 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 переформирования 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.

ЭКОНО

Андрей ГУБА
«Казахстанский»

Буквально на днях над миром да польской бравадой из социалистическим именем Польской в светлое будущее экономические своих коллег, пять, довольны зировали будней страны, дирижующей ро-

Спрос на услуги в сфере породил предлет назад грузов, занимавшем в Польше ответственную транзитную организацию экономический специализированная посткоммунистических странах. Советский центр, не сдал многим странам СССР: Россия, Гизостану, Грузию. А два года назад смогу вквашать экономический

Сегодня же в нашей республике: приватизация рознокомический. При этом естественно же, опираясь на подобные реформы в стране.

Именно эти экономические изменения для Казахстана посвящена пре-

Нет работы идите в

Анатолий СЕРГЕЕВ
«Казахстанская правда»

Конкуренция и такую «монструальную» сферу, устройство. В Усть-Каменгорске открылся Восточный Казахстанский филиал «Эго» можно, и в республике агентство «Эго»

Его организаторам долгом из-за анализировали, да, накопившиеся банк данных. Сначала начали трудоустройство профессионалов, квалификации, бюро стали представлять специалистов, ключевых на безработных. Трудничают как ищет постоянно и с домохозяйками, пенсионерами, нужны дополнительные заработке.

г. Усть-

ПОЛЕ ЗОВЕТ

От смены форм собствен

TRACECA - is a quick and reliable corridor of cargo

Aleksei Petrovskiy
“Kazakstanskaya Pravda”

The 2-weeks seminar, devoted to the problems of management in transport sector of economy, was opened in sanatorium “Alatau. It was organized for almost 100 representatives of the ministries of transport and transport organizations from 8 states of Central Asia and Caucasus: Armenia, Azerbaijan, Georgia, Kazakstan, Kyrghizia, Tadzikistan, Turkmenia, Uzbekistan. Just these countries are faced to create the common system of cargo corridor in the route Europe - Caucasus - Central Asia .

The seminar on problems of the effective management of all kinds of transport, their interrelations in the international transportations is a component part of the grandiose project of the transport corridor, which technical working out is carried out (and subsidized) by the European Communities TACIS program.

The idea of this corridor’s creation was born almost 3 years ago, but the final scheme was confirmed at the conference in Vienna, in October of 1995. The given transport interstate corridor is the alternative to that one, which passes through Russia. The aim of TRACECA is the broadening of the possibilities of the quick and reliable cargo’s corridor, the further development of the foreign trade of 8 countries.

Such problems as the reforming of the transport sector in transition period to the market economy, the effective organization of transportations, forwarding, customs procedures, ports’ management, planning and construction of the transport infrastructure, improvement of the transport legislation and many other questions are discussed at this seminar. In other words, the technical assistance to the transport corridor’s development from Europe to Asia, on the part of TACIS, is determined by 23 projects which will be introduced during several years.

12 lecturers from Western Europe arrived to this seminar. The organizers -: the Holland consulting firm “Netconsult” and its Kazakstani partner JV “The Scientific-Research Institute of the Road Transport” - hope that the participants of the seminar can use the received knowledge for reforming the transport sector of the economy, for creating the conditions for reliable work of transport on the base of market mechanisms’ realization, for the further integration among countries of the Central Asia and Caucasus. After the seminar, 35 participants will visit the Germany and Holland. There, they’ll strengthen the theoretical knowledge with the practical background of the Western transport companies.

Its not a secret, that nowadays to transport goods from Kazakstan to Europe through Middle Asia, Caspian Sea, Caucasus is rather difficult. It is no less difficult then at the times of the famous Silk Road and the merchant from Tver, Afanasyi Nikitin. Though nowadays the merchants don’t travel on the camels and donkeys, and under their legs there is not a quicksand and mountain path but the asphalt with

kilometer posts, there still a lot of obstacles on their way. They appear in a kind of differences in transport and customs legislation, numerous posts, free interpretation of the normative documents of the native country by those who controls the corridor of goods and transport and sometimes in the unconcealed requisitions while passing through the fraternal countries, because the legislative disagreements in all these 8 countries promote such situation. And the transport routes are not perfect themselves, quite often there is no compatibility in the cargo-, railway- sea- and air-transport, the unloading system doesn't work properly and sometimes doesn't work at all.

Recently, the employees of the JV "RTI", as an experiment, made the car trip from Almaty to Ashgabat. Throughout the territory they saw a lot of long queues at the customs posts, experienced themselves the true "hospitality" of the custom officials and auto inspectors, heard a lot of complaints from the truck drivers.

Of course, the TACIS technical assistance for the TRACECA project of the transport corridor doesn't intend to catch the dishonorable customs officials, auto inspectors and other bribe-takers. We should struggle with this in another way - by working out the common transport and customs legislation, optimally approximate to the international one, which will be understandable for everybody and which will exclude the free interpretation of the standard and legislative acts for all kinds of transport and everything what is connected with the international transportation. The technical assistance on the part of TACIS will show what and where should be done in order to make the cargo corridor without any delays from one country to another.

For this, for example, the revision of the cargo re-registration system is necessary. We can imagine what speed of the container's corridor will be, if it should be transferred from the truck to the ferry and be transported by the Caspian Sea and then, be transferred to the wagon in Baku. It is not surprising, that nowadays only a very brave shipper will decide to send cargo from Almaty to Caucasus through Caspian sea. The preference is given to the devious way through Russia, though expensive and inconvenient.

Today, 8 states need the common transport document of the international sample, we can't do without the creation of the forwarding agents' professional associations, the diversified forwarding agents. The transport corridor won't work properly without cargo insurance and responsibility. We need also the modern comfortable terminals, service stations and recreation areas, where the driver can eat and have a rest without being afraid that his truck without supervision will lose the wheel, to say nothing of the cargo. Somewhere, it is necessary to straighten the route, to build the detours, bridges and to do a lot of other things.

The technical assistance to the transport corridor's development through 8 countries, according to the program TACIS, just takes into account all legal and technical aspects, which create the conditions for quick and reliable cargo corridor. Nowadays, the speed with which the goods pass from one country to another and all

that expenses, which are connected with this process, restrain seriously the international trade and therefore, the economical development.

Managers uit voormalige Sovjet-Unie bezoeken westerse bedrijven

door FRED VAN ZEIJL
NT 25/6/96

nemen van de Nederlandse infrastructuur, het gecombineerde vervoer en vooral de relatie tussen transport en economie. Eerder hadden ze al een training van twee weken in Kazachstan gevolgd.

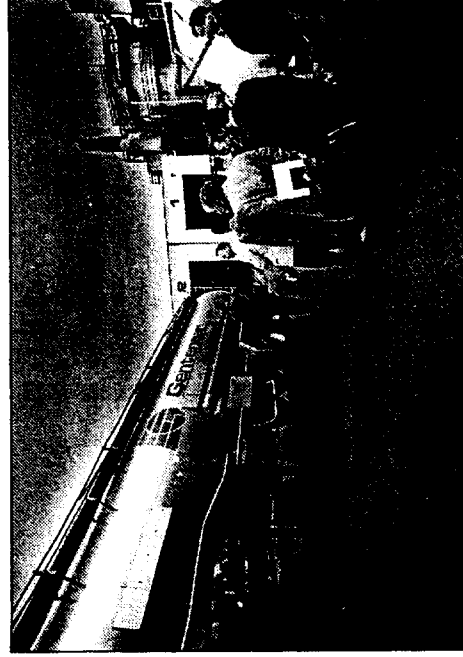
Onder de vlag van Nethcon-sult en in opdracht van de Europese Unie geeft NEA de training in handels- en transportbeleid, planning en wetgeving aan deze voormalige communistische landen. Het huidige trainingsprogramma is opgezet in samenwerking met het NILAT, het onderzoeksinstuut voor wegtransport in Kazachstan.

Overgang

Trainer René Meeuws, die namens NEA de bezoekers begeleidde, schetste het probleem dat ontstond voor de landen van de voormalige

Sovjet-Unie door de radicale ommezwaaai van een centraal geleide economie naar een vrije markteconomie. Een overgang die met horten en stoten verloopt. Meeuws: „Deze landen werden centraal geleid door Moskou. Nu ze zelfstandig zijn, ontbreekt het hen vooral aan ervaring in het opereren in een vrije markteconomie.”

De groep had zich deze week al verbaasd over de computergestuurde overslag van containers bij ECT. Donderdagmiddag was de Gentenaar Groep, het multimodale logistieke tankcentrum, gevestigd aan de Moerdijk, de gastheer. „Het grootste probleem om zaken te doen met dit soort landen is het ontbreken van een goede infrastructuur”, zei sales manager Rob Kruyswijk van de Gentenaar Groep. Hij leidde de cursisten rond op het be-



● De managers uit de Kaukasische en Centraal-Aziatische landen waren donderdag op bezoek bij de Gentenaar Groep.

FOTO: INGRID VAN BEEK

drijfsterrein. Die wilden van Kruyswijk weten hoe Genteracten tot stand komen in het spoorvervoer, wat zijn de

winstmarges, hoe is de kostenstructuur opgebouwd, wie zijn de naaste concurrenten? Een cursist waagde het te vragen: „Alles lijkt hier goed te gaan maar wat zijn de zwakke punten van uw bedrijf?”

Lachend antwoordde Kruyswijk dat de Gentenaar Groep geen zwakheden kent, maar somde toch enkele nadelen op waarmee ieder westerse vervoersbedrijf te maken heeft.

„We moeten hoge kosten maken voor investeringen in de infrastructuur, mensen en materieel.” Ook werd gevraagd of Van Gentenaar niet in de voormalige Sovjet-Unie wil investeren. Van Kruyswijk sloot dit niet uit. „Het bedrijf is al actief in de Oekraïne maar andere activiteiten zullen afhangen van hoe snel de infrastructuur, vooral de spoorinfrastructuur, tot stand komt.

