


Traceca Project
Immediate Training Action
A-Senior Management Level
B-Sectorial Training of Trainers
Final Report
30 September 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)	
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Reporting period : 3 June 1996 till 30 September 1996

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1. PROJECT SYNOPSIS

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

Project objective(s): Overall:

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

Immediate:

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

Planned outputs:

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

Project activities:

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

Project starting date: 7 December 1995

Project Duration: 8 months

2. SUMMARY OF PROJECT PROGRESS SINCE THE START

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
Kazakhstan	25	7	33	6
Kyrgystan	8	3	6	3
Tajikistan	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
Kazakhstan	35	7	45	9
Kyrgystan	12	3	8	3
Tajikistan	12	3	11	3
Turkmenistan	15	4	7	4
Uzbekistan	30	6	20	6
TOTAL	150	35	122	35

During and after the programmes, evaluations were carried out and resulting from this some revisions during execution of the programme were made. In general all evaluations were very positive.

After finalising the training programme and study tours, additional comments have been sent by several participants on the programme and on future training needs. The project has been finalised in a last mission focused at the identification of further training needs and evaluation.

3. PROJECT PROGRESS IN FINAL PROJECT PERIOD

The last stage of the project consisted of the overall evaluation of the project and the identification of further training needs. Evaluations have been given by the participants during the execution of the project. They have been included in the two Progress Reports that have been submitted. A summary of this evaluation can be found in the next chapter, where the overall report on the total project is presented.

Apart from this, several participants have submitted additional comments and ideas to the project management. During execution of the project, further training needs have already partly been identified, but in a last mission they were evaluated by the foreign and local experts and conclusions and recommendations were drawn up. This project finalising mission took place in August 1996.

FORM 2.2. : PROJECT PROGRESS REPORT

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)		Page : 1												
Planning period: 3 June - 18 August 1996		Prepared on : 19 August 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)	
		JUNE				JULY				AUGUST				PERSONNEL (planned=realised)		EQUIPMENT AND MATERIAL		
		1	2	3	4	1	2	3	4	1	2	3	4	EC Consultant	Counterpart			
1.	Training Evaluation and Recommendations		x		x		x							2 weeks	1 week	-		1 ticket Europe - Almaty 5 days DSA
2.	Drafting of the Final Report							x	x		x			2 weeks	2 weeks	-		-
		TOTAL												4 weeks	3 weeks		1 ticket Europe - Almaty 5 days DSA	

FORM 2.3 : RESOURCE UTILISATION REPORT

Project title : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers		Project number : TELREG 9302	Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)		Page : 1
Planning period : 3 June - 18 August 1996		Prepared on : 19 August 1996	EC Consultant : Nethconsult		
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 FOR REMAINDER
PERSONNEL					
Experts and Trainers	89 work weeks	4 work weeks	4 work weeks	89 work weeks	-
Local Experts	27 work weeks	3 work weeks	3 work weeks	27 work weeks	-
Sub-total	116 work weeks	22 work weeks	22 work weeks	116 work weeks	-
EQUIPMENT AND MATERIAL					
Sub-total					
OTHER INPUTS					
Sub-total					
TOTAL					

4. OVERALL REPORT ON THE TOTAL PROJECT

Project organisation and management

The Project management was in the hands of Nethconsult/NEA, based in The Netherlands, which supplied the Team Leader and a number of (training) experts. They were assisted by NIIAT, the Road Research Institute in Almaty, which was responsible for all local and regional activities and supply of regional expert input in the project. Additional experts were supplied by the German Company GZB and the Greek firm TRADEMCO. In this way a team of experts and trainers was build that could meet the high requirements of the Terms of Reference. This not only meant experts in their specific field of expertise, but also with relevant working experience in countries in transition.

Due to the complexity of the project, and the logistical difficulties that could be expected, it was found best practice, to organise the programme in one location. Almaty was selected as the site for this training programme.

The programme in Almaty was organised in the Alatau Sanatorium, which is well equipped and of a very high standard, supplying all necessary facilities needed for the project.

Preparation phase

The first phase of the project consisted of the practical organisation of the training programme, meaning the identification of the training needs (in relation to what was stated in the Terms of Reference), arrangements for training locations and accommodation, selection of the participants, procurement and transport of training equipment, travelling arrangements for the participants, organisation of the study tours to Western Europe.

Some minor changes were made in the project as it was planned earlier, but only in these cases, when it was possible to improve the quality of the programme. The most important one is the change from two training locations to only one central location for training. Negotiations with the management of the Alatau Sanatorium made it financially possible to organise the entire programme in this sanatorium.

Execution: the A-Group

The equipment arrived just in time for the start of the first programme, thanks to the adequate support of the TRACECA management, and the EC Co-ordinating Unit in Almaty.

100 persons were invited for the first training programme, and 86 actually attended. The first Group, Group A, consisted of experts on the Senior Management Level, selected from companies, governmental bodies and research and training institutes. All countries sent participants to the training programme.

Although it was the final responsibility of the countries to select participants, some criteria and guidelines were given. The participants in the A-Group were selected from the following organisations and on the following levels:

- senior high level staff, up to the Director General level, Department Managers and Counsellors at Ministry level for each sector, of the Ministry of Transport, and possibly other Ministries (Economic Affairs, Finance), involved in policy matters related to multi-modal transport and trade and dealing with international relations;

- executive directors and/or other top and sub-top officials of major transportation companies and organisations, both public and private, and port organisations, for those countries for which water transport is relevant;
- statutory bodies for each sector at the highest level.

As there had already been a separate training programme for Senior Railway Managers, they were not included in the A-Group.

A major criterion for the selection of participants, is that they actually had to be involved in the TRACECA corridor. In the TRACECA Conference, held in Vienna in October 1995, the TRACECA corridor has been determined. Managers and officials working in regions not along the corridor or in functions having no relations to the corridor, were not to be nominated.

It is difficult beforehand to make a proper selection and to check the proposed participants, as list of names keep changing up to the moment of arrival. Frankly said, it can only be determined at the start of the seminar, when everyone has been registered. For the A-Group however, the majority certainly met the criteria.

The programme started on 1 April 1996 and the Closing Ceremony took place at 14 April.

The group was subdivided in five smaller sub-groups, so that training output could be maximised. Participants were grouped according their expertise rather than their country.

Immediately after finishing the training programme in Almaty, a selected group of 32 persons took part in the study tour to Western Europe, where they visited a great number of companies and governmental bodies involved in trade and transport. They left Almaty on 14 April and returned to their home countries on 28 April.

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

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

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

Although the programme was strictly planned, the project management tried wherever possible to meet the desires and demands of the participants. For the contents of the training programme in Almaty, this meant that some minor changes were made in the programme. Some items were left out, especially due to the intensity of the programme, but also new topics were added, e.g. presentations on regional items.

Also in the practical field changes in the planned programme were made, e.g. for the participants from the Caucasian countries it was arranged that they could travel home at the end of the study tour, without travelling back to Almaty, although everything was arranged in a package deal.

The participants of the A-Group were extremely positive about the contents and the execution of both the training programme in Almaty and the study tour to Western Europe. Detailed overviews of this evaluation can be found in the Annex to this report.

In the evaluation of the contents and the execution of the programme no participant gave an unsatisfactory rating. The overall evaluation of the programme was for all categories mainly excellent or good. The percentage of the number of participants which evaluated an item as excellent or good, ranged from 71% (contents), to close to a 100% (selection of the topics, presentation and course materials), or even 100% (organisation and accommodation).

The evaluation per topic again showed no unsatisfactory ratings, and the lowest rating for an individual topic was 87% of the participants in the category excellent or good. The majority of the topics had a rating of more than 95% excellent or good.

The participants have selected multi-modal transport, transport law, logistics and transition as the most interesting topics.

The evaluation of the study tour was comparable to that of the programme in Almaty. There were no unsatisfactory ratings, and for all questions asked, the ratings were between 71% and 96% in the categories excellent or good.

There was a very good interaction between trainers and participants and lively discussions were held. The level of the participants was judged to be extremely high.

The first objective of the programme was to train the staff in the functioning of market oriented transport systems, administrative procedures, and to familiarise participants with all aspects of European transport and trade. In addition another, perhaps just as important, objective was reached: regional co-operation and understanding. The training programme, where nearly one hundred high level experts in transport and trade in the Region were together, was probably the first, and perhaps the last in its kind in the coming years. It was a unique opportunity to renew old relations and to start new relations between the experts in the different countries. Next to the official programme, a number of meetings were scheduled by the participants to discuss regional transport topics and ways to co-operate in the future.

As a proof of the willingness to co-operate and to develop the TRACECA corridor, the heads of the delegations have discussed the idea of preparing and signing a Memorandum of Understanding. This MOU has been finalised during the study tour in Western Europe, has been signed, and presented to the TRACECA Task Manager at the visit to the EC at 25 April 1996 in Brussels (see the Annex).

Execution: the B-Group

150 persons were invited for the first training programme, and 122 actually attended. All countries sent participants to the training programme.

The B-Group has to be the group to create the multiplier effect. Through their participation knowledge will have to be transferred to those who have not been participating. The group consisted of both trainers from formal training institutions, the management of transport companies and authorities. The participants in the B-Group were selected from the following organisations and on the following levels:

- representatives of relevant research institutes and training institutes who may be entrusted with follow-up training and transfer of know-how processes in this respect;

The focus in the study tour on practical matters in transport and also more at training in transport and visits to training institutes was 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.

Future training needs

The project was one of the first in TRACECA and the first and only real training project. The Terms of Reference were very detailed and gave a lot of instructions on the contents of the training programme. They were however rather focused at the experiences and practices in Western Europe. This was well understood and accepted by the participants, and concluded that it was logical for a first training course. However, at the same time they indicated that this was not enough. Understanding how Western European transport works is one thing, implementation is another.

The first training programme was already very intensive, and in some cases it was found necessary to shorten the programme. New topics could hardly be added, but following the previous remark, presentations and discussions on regional problems were included at the end of the programme.

There are a few topics which definitely need further attention in the training field. Probably the most important is the multi-modal thinking. It was experienced in the programme that the different modes of transport still work very independent of each other. For a great number of participants it is also hard to imagine that in the future it will be necessary to create a true multi-modal service and that some basic knowledge of the practices in the other modes of transport is needed. Aspects as single responsibility in the multi-modal transport chain, single documents, organisation of multi-modal transport, lead to numerous questions and discussions.

Other topics, also raised by the participants, are transport legislation, marketing in transport, financial management of a transport company and logistics. For these, and also other topics further detailing is desirable. Transformation to a market economy is one of them. Specifically for this topic, trainers from former Eastern Germany, with real life experience in this field, were involved in this part. More insights in reform processes in other countries was requested by participants. Also real life experiences in the creation of transport corridors could give further detailing to the training.

During the programme, a lot of problems had to do with custom procedures and practices. Seminars where trade and transport experts and customs officers are joined, could lead first to a better understanding of each others position and then perhaps lead to quick results.

As concluded, the number of trainers which could be trained was rather limited. In order to maximise training efforts, training the trainers is the most desirable option. Of course also the managers in the companies could act as trainers.

It would be a pity to see this training programme as an individual action, because without a proper follow-up, it will be a waste of efforts in the long term. Training in transport has to be institutionalised and materialised. Taking large numbers of persons to Europe to visit companies and institutions every time, is probably also a waste of efforts. The enforcement of training centres for transport, or in the cases where they are absent the establishment of a training centre, is a prerequisite. Training in the countries itself will lead to a sustainable

development and will maximise the outputs. In addition visits to Europe can be organised, but more of an in-depth nature, e.g. the creation of trainee posts. In the ideal case a network of training and research centres in the TRACECA countries should be realised.

As an immediate follow-up, a third seminar should be organised, in addition to what has been done in the first two seminars. This third seminar is to focus at real problems in the TRACECA corridor. It was experienced in the first two seminars, that the possibility to meet experts from other TRACECA countries, automatically leads to discussions and possibly solutions on real time items and problems. From the other TRACECA projects items could be identified, be transformed into case-studies and used for training.

Other remarks

A project of this kind to be executed in such a short period of time is a real tour de force from the organisational point of view. Getting people from eight countries to one place at the same time means logistical difficulties, administrative bottlenecks and a lot of improvising. In order to keep everything running, much assistance and co-operation is needed.

This project was one of the first in TRACECA to actually start, meaning that the EU/EC bodies in most of the countries were not yet really informed about the TRACECA projects and their planning of execution. Despite this fact the EC Co-ordinating Unit, the EC Delegation and the EC Monitoring and Evaluation Unit in Almaty were of great help to the project. Wherever possible they assisted, making a success of the project. The other EC Delegation and EC Co-ordinating Units have been informed about the project and have been asked to assist where possible.

The TRACECA Management was co-operative in order to meet the time limits in the project, and it assisted efficiently in arranging the training equipment and in approving some changes in the team. On the other hand they put a stress on the project management by making some last minute changes, e.g. by changing the planned date for a visit to Brussels a week beforehand, when the entire study tour had been arranged and booked.

The German Embassy in Almaty was most helpful in arranging visa to Europe for all participants in the A-Group, although it was against formal procedures. In the B-Group most participants were able to arrange the visa beforehand in their home country, but again the German Embassy was prepared to assist in these cases where participants had not yet succeeded. It was rather a shock to find out that the Embassy of The Netherlands were far from co-operative and even did not try to understand the questions posed by the project management.

It must be said that responsibilities were not always clear. As executors of the project it is sometimes difficult to find the right way through all organisations and institutions that can or have to be involved in the project. Procedures in the TRACECA projects are still not very clear, including the contracts. Examples are the distribution of the reports and the signatures.

It was experienced in the project, that general knowledge on the TRACECA-corridor was rather limited, and restricted to only those directly involved. During the project, most of the participants became interested in the TRACECA-corridor and expressed the wish to be kept informed about what is happening. The creation of an information centre, not as an EU-body, but more as an activity from the TRACECA countries will be welcomed. Information supply should then not be on request only, but much more of automatic supply of information to those interested and involved. The participants of these first two training seminars could be the start for a mailing list.

The interest in TRACECA and the attitude towards it does not seem to be the same in all countries. To a certain level this has to do with the differences in national policies regarding transport and trade in specific and the policies regarding the development of the economy in general. For the development of a true TRACECA-corridor some harmonisation is needed, and attitudes need to be streamlined. The EC is advised to pay much attention to this topic.

FORM 3.2 : PROJECT COMPLETION 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
Reporting period : 12/1995 - 8/1996		Prepared on : 19 August 1996		
Reporting period : 12/1995 - 8/1996		EC Consultant : Nethconsult		
REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	EC CONSULTANT	MATERIALS AND EQUIPMENT	INPUTS UTILISED
12/95 - 3/96	1. Inception phase and preparatory work for Training Programme and Study Tours 2. Preparation of Training Material	19 weeks 18 weeks		4 Tickets Europe 40 Days per diem
3/96 - 4/96	3. Preparation of Training Material 4. Preparation of Training Programmes and Study Tours 5. Execution of Programme for Group A	4 weeks 4 weeks 20 weeks	6 Overhead projectors 1 TV/Video set 1 Slide projector 6 Projection screens 6 Flip overs	46 Tickets Europe 86 Regional Transport 1592 Days per diem
5/96	6. Execution of Programme for Group B	20 weeks		48 Tickets Europe 122 Regional Transport 2114 Days per diem
6/96- 8/96	7. Evaluation and Identification of Further Training Needs 8. Final Report	2 weeks 2 weeks		1 Ticket Europe 5 Days per diem
TOTAL		89 weeks	6 Overhead projectors 1 TV/Video set 1 Slide projector 6 Projection screens 6 Flip overs	99 Tickets Europe 208 Regional Transport 3751 Days per diem

FORM 3.3. OUTPUT PERFORMANCE SUMMARY

<p>Project title : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers</p>	<p>Project nr : TELREG 9302</p>	<p>Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgystan, Tajikistan, Turkmenistan, Uzbekistan)</p>	<p>Page : 1</p>
<p>Prepared on : 19 August 1996 EC Consultant : Nethconsult</p>			
<p>Output results</p>	<p>Deviation original plan + or - %</p>	<p>Reason for deviation</p>	<p>Comment on constrains & assumptions</p>
<p>Supply of materials and equipment</p> <p>A-Group:</p> <ul style="list-style-type: none"> • Number of persons trained: 86 • Number of presentations • Number of persons in Study Tour <p>B-Group:</p> <ul style="list-style-type: none"> • Number of persons trained: 122 • Number of presentations • Number of persons in Study Tour 	<p>0%</p> <p>-14%</p> <p>-12%</p> <p>-9%</p> <p>-14%</p> <p>0%</p> <p>0%</p>	<p>Unavailability to travel to Almaty because of: urgent affairs in the home country unsuitability of travel documents</p> <p>Slight reduction in the programme (on request of the participants)</p> <p>Unavailability to travel to Europe, because of urgent affairs in the home country</p> <p>Unavailability to travel to Almaty because of: urgent affairs in the home country unsuitability of travel documents</p>	

5. LESSONS LEARNT AND RECOMMENDATIONS

From all objective points of view the project can be considered to have been successful. The project was executed according to the Terms of Reference, there were no bottlenecks or problems that could not be solved on the way, and participants gave a good evaluation.

It was concluded that there is a definite need for further training, and that this project can only be seen as a start. It was a shock to find out that in the new list of projects, there is no real training project. Training is just an element in other, mainly technical/infrastructural projects. The results of this project should be materialised. If there is no follow-up to the project, it will be a waste of efforts, as no sustainable development of training takes place.

The best way to continue is by creating training and research centres for transport. In some countries the foundation for this is already there, in other countries it has to be set up from the start. The creation of a network of training centres in all TRACECA countries is an ideal solution to be reached on the medium term. As a pilot, it is worthwhile to study the feasibility of the creation of a transport research and training centre in one country, and use the experiences in the other countries. The transport training centres can be made responsible for the organisation of additional seminars and training programmes, including the topics which need further detailing, as specified in Chapter 4. In the first years of operation, the centre will, where necessary, have to be supported by western experts in this field.

Future training should focus more at the region, and the effects of large number of visits to Europe are questionable. If visits are made, they should go into detail in the operation of companies and the day to day working practices. This is impossible to realise with a large group of persons. Smaller groups, trainee posts are an option.

Next to this also short term actions are desired. The most immediate one is to extend the project with a third cycle. Focus should be the real problems and items in the TRACECA corridor. Like stated in chapter 4. the other TRACECA projects could identify the most urgent items to be dealt with and the most urgent problems to be solved. These items should be transformed into case studies, so that they can be used in a training programme. We could define this as Action Training, meaning a combination of training and problem solving at the same time.

The project was entitled Immediate Training Action. This third cycle falls in the same category and should also be executed immediately. It was indicated by the TRACECA Management that projects with a good evaluation could be extended easily. This training project definitely needs an extension, in order to meet the real training needs in the TRACECA countries. However, TACIS/TRACECA procedures only allow such an extension if it is arranged during the existing contract. The project team was only informed about this at the end of the contract making it impossible to take actions in this field. A pragmatic solution to this problem is certainly desired.

A final recommendation concerns the creation of a TRACECA information centre, not as an EU-body, but more as an activity from the TRACECA countries.

**Annex Evaluations
of the project
by the participants**

A-GROUP**OVERALL EVALUATION PROGRAMME COURSE IN ALMATY (in %)**

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

A-GROUP**FINAL EVALUATION PER TOPIC (in %)**

TOPIC	Excellent	Good	Satisfactory	Unsatisfactory
Transition	48	48	4	0
International Agreements	33	65	2	0
IT	40	55	5	0
EDI	40	55	5	0
Multi-modal Transport	50	50	0	0
Legislation	37	61	2	0
Insurance	52	48	0	0
Road Transport Law	57	41	2	0
Forwarding	33	55	13	0
Contracting	36	64	0	0
Human Resources Management	46	46	7	0
Staff Training Management	46	46	7	0
Customs	25	68	8	0
Transport Management	57	40	2	0
Financial Management	62	36	2	0
Logistics	43	53	3	0
Marketing	60	40	0	0
Transport Forecasting	56	44	0	0
Quality Management	90	10	0	0
Port Management	42	54	4	0
Water Transport	42	54	4	0
Road Planning	18	82	0	0

A-GROUP**MOST INTERESTING TOPICS (frequency mentioned)**

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

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

A-GROUP**EVALUATION STUDY TOUR (frequency mentioned)**

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

B-GROUP
OVERALL EVALUATION PROGRAMME IN 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
Accommodation	83	17	0	0

B-GROUP
FINAL EVALUATION PER TOPIC - Contents (in %)

TOPIC - Contents	Excellent	Good	Satisfactory	Unsatisfactory
Multi-modal 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

B-GROUP**FINAL EVALUATION PER TOPIC - Presentation (in %)**

TOPIC - Presentation	Excellent	Good	Satisfactory	Unsatisfactory
Multi-modal 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

B-GROUP
MOST INTERESTING TOPICS (frequency mentioned)

TOPIC	
Multi-modal 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

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

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

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Multi-modal Transport General	Forwarding General	Transport Trade Facilitation	Human Resources Development Management
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Multi-modal Transport Specific	Forwarding Specific	Customs	Staff Training Management
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Information Technology	Transport Legislation	Contracting	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	EDI in Transport	Transport Legislation	Contracting	

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

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

TRACECA TRAINING
 GROUP 2 ROAD / COMBINED TRANSPORT OPERATIONS

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Information Technology	Transport Legislation	Contracting	Transport Trade Facilitation
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	EDI in Transport	Transport Legislation	Contracting	Customs
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Multi-modal Transport General	Forwarding General	Human Resources Development Management	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	Multi-modal Transport Specific	Forwarding Specific	Staff Training Management	

**TRACECA TRAINING
GROUP 2 ROAD / COMBINED TRANSPORT OPERATIONS**

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

TRACECA TRAINING
GROUP 3 PORTS AND MARITIME

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Transport Legislation	Information Technology	Water Transport	Human Resources Development Management
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Port Management	EDI in Transport	Multi-modal Transport	Staff Training Management
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Port Management	Port Management	Forwarding	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	Transition Market	Water Transport	Customs	

TRACECA TRAINING
GROUP 3 PORTS AND MARITIME

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Multi-modal Transport	Transport Management	Logistics	Preparing Country Presentations/ Field Visit	Regional Integration Lessons from Europe
TEA/COFFEE BREAK					
10.45 to 12.15	Quality Management Aviation	Transport Management	Logistics	Preparing Country Presentations/ Field Visit	Towards Regional Integration in Central Asia
LUNCH BREAK					
13.30 to 15.00	Contracting	Freight Analysis	Harmonisation Legislation	Preparing Country Presentations	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Contracting	Freight Forecasting	Road Transport Law	Preparing Country Presentations	Closing Session

TRACECA TRAINING
GROUP 4 TRANSPORT GENERIC

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Port Management	Port Management	Human Resources Management	Water Transport 2
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Transition to Market	Port Management	Human Resources Development Management	Legislation
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Customs	Information Technology	Staff Training Management	Multi-modal Transport
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	Forwarding	EDI in Transport	Water Transport	

TRACECA TRAINING
GROUP 4 TRANSPORT GENERIC

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Multi-modal Transport	Transport Management	Logistics	Preparation Country Presentations/ Field Visits	Regional Integration Lessons from Europe
TEA/COFFEE BREAK					
10.45 to 12.15	Quality Management Aviation	Transport Management	Logistics	Preparation Country Presentations/ Field Visits	Towards Regional Integration in Central Asia
LUNCH BREAK					
13.30 to 15.00	Contracting	Freight Analysis	Harmonisation Legislation	Preparation Country Presentations	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Contracting	Freight Forecasting	Road Transport Law	Preparation Country Presentations	Closing Session

TRACECA TRAINING
GROUP 5 ROAD PLANNING/CONSTRUCTION/MAINTENANCE

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Contracting	Multi-modal Transport General	Information Technology	Networks
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Contracting	Multi-modal Transport Specific	EDI in Transport	Logistics
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Transport Legislation	Human Resources Development Management	Forwarding	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	Transport Legislation	Staff Training Management	Customs	

TRACECA TRAINING
GROUP 5 ROAD PLANNING/CONSTRUCTION/MAINTENANCE

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

**Annex Study Tour to Western
Europe of the A-Group
Actually Carried Out**

TRACECA FIELD VISIT EUROPE (A-Group) April 14 - April 28, 1996

WEEK	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
2	09.00 to 12.00	Departure to Bremen	Visit Port of Bremen GVZ (Freight Village)	ARGE Transportplanning in Berlin (railway, road, water) Customs Berlin	Spedition Dachser, Provider Logistics Services	Visit to EC Brussels, TRACECA Management	Visit to Transport/Traf fic Nodal Centres in Berlin	departure to Frankfurt
	14.00 to 17.00	Discussion on Transport Training and Education in Germany	Departure to Berlin	Berlin Senat, Transport Department Ministry of Transport	Meeting with transport experts (from transport companies and authorities)	Excursion to Brussels	Evaluation Field Visits	

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

TRACECA TRAINING

GROUP 1 ROAD/COMBINED TRANSPORT MANAGEMENT

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Transport Management	Harmonisation Legislation	National Holiday Social Visit	Transport Marketing
<i>TEACOFFEE BREAK</i>					
10.45 to 12.15	Registration	Transport Management	Road Transport Law	National Holiday Social Visit	Transport Marketing
<i>LUNCH BREAK</i>					
13.30 to 15.00	Registration	Transport Financial	Forwarding	National Holiday Social Visit	Transport Financial
<i>TEACOFFEE BREAK</i>					
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	
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Transition	Logistics	Road Planning	Plenary Session Country Presentations	
<i>LUNCH BREAK</i>					
13.30 to 15.00	Road Planning	Multi-modal Transport	Information Technology	Evaluation	
<i>TEA/COFFEE BREAK</i>					
15.15 to 16.45	Road Planning	Multi-modal 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
<i>TEACOFFEE BREAK</i>					
10.45 to 12.15	Registration	Transport Financial	Customs	National Holiday Social Visit	Contracting
<i>LUNCH BREAK</i>					
13.30 to 15.00	Registration	Transport Management	Harmonisation Legislation	National Holiday Social Visit	Transport Marketing
<i>TEACOFFEE BREAK</i>					
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	Multi-modal Transport	Human Resources Development	Plenary Session Country Presentations	
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Road Planning	Multi-modal Transport	Transition	Plenary Session Country Presentations	
<i>LUNCH BREAK</i>					
13.30 to 15.00	Information Technology	Logistics	Road Planning	Evaluation	
<i>TEA/COFFEE BREAK</i>					
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
<i>TEACOFFEE BREAK</i>					
10.45 to 12.15	Registration	Forwarding	Transport Management	National Holiday Social Visit	Customs
<i>LUNCH BREAK</i>					
13.30 to 15.00	Registration	Harmonisation Legislation	Transport Financial	National Holiday Social Visit	Human Resources Development
<i>TEACOFFEE BREAK</i>					
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	Multi-modal Transport	Transition	Information Technology	Plenary Session Country Presentations	
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Multi-modal Transport	Water Transport	Electronic Data Interchange	Plenary Session Country Presentations	
<i>LUNCH BREAK</i>					
13.30 to 15.00	Port Management	Water Transport	Water Transport	Evaluation	
<i>TEA/COFFEE BREAK</i>					
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
<i>TEACOFFEE BREAK</i>					
10.45 to 12.15	Registration	Forwarding	Transport Management	National Holiday Social Visit	Customs
<i>LUNCH BREAK</i>					
13.30 to 15.00	Registration	Harmonisation Legislation	Transport Financial	National Holiday Social Visit	Human Resources Development
<i>TEACOFFEE BREAK</i>					
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 7	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Logistics	Information Technology	Port Management	Plenary Session Country Presentations	
<i>TEACOFFEE BREAK</i>					
10.45 to 12.15	Logistics	Electronic Data Interchange	Water transport	Plenary Session Country Presentations	
<i>LUNCH BREAK</i>					
13.30 to 15.00	Transition	Road Planning	Multi-modal/Quality Management	Evaluation	
<i>TEACOFFEE BREAK</i>					
15.15 to 16.45	Transition	Road Planning	Multi-modal 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
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Registration	Railway Infrastructure	Railway Operations	National Holiday Social Visit	Railway Policy
<i>LUNCH BREAK</i>					
13.30 to 15.00	Registration	Railway Planning	Railway Financial	National Holiday Social Visit	Forwarding
<i>TEA/COFFEE BREAK</i>					
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 7	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Multi-modal Transport	Road Planning	Information Technology	Plenary Session Country Presentations	
<i>TEACOFFEE BREAK</i>					
10.45 to 12.15	Multi-modal Transport	Road Planning	Electronic Data Interchange	Plenary Session Country Presentations	
<i>LUNCH BREAK</i>					
13.30 to 15.00	Logistics	Harmonisation Legislation	Human Resources Development	Evaluation	
<i>TEACOFFEE BREAK</i>					
15.15 to 16.45	Logistics	Contracting	Transition	Closing Session	

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

**Annex Participants in the
A-Group
(Almaty + Europe)**

PROGRAMME IN ALMATY

No	Name, Sur-name	Position
ARMENIA		
1	Shahnazarian Ashot	First Deputy Minister of Transport and Communications
2	Avanyan Arthur	Main Specialist on Transport, Government of Armenia Republic
3	Stepanian Archalouis	Head of Cargo Carriage Division, Ministry of Transport
4	Gabrielyan Gevorg	Director of Company on International Carriage
5	Oganesyan Feliks	Head of International Freight Carrier
6	Yegiazaryan Samvel	Head of Vaik Transport Company
7	Kocharyan Vladimir	Head of Finance & Economic Department of Ministry of Transport and Communications
8	Siridegyan Pavel	Chief Engineer of Maintenance Department of Ministry of Transport and Communications
AZERBAIJAN		
9	Rakhmanov Rafael	Deputy Head of Caspian Marine Shipment Operation
10	Goulamov Eltchin	Vice-President of Holding Company "Gate-East"
11	Mansourov Tofic	Deputy Head of Transport and Communications Division of Minister's Cabinet
12	Agaev Chingiz	Head of Road Construction Department of State Company "Azeravtodor"
13	Gasnov Tair	Head of Transflot Service
14	Allakverdiev Namaz	First Vice-President of Holding Company "Gate-East"
GEORGIA		
15	Lomadze Vakhtang	First Deputy Chairman of Transport Coordinating Unit
16	Chkheidze Alexander	President of the International Motor Carriers Association
17	Jurkhadze Guram	Deputy Head of Marine Trade Port Poty City
18	Mdivnishvili Tariel	Deputy Head of State Concern "Gruzavtodoroga"
19	Chichua Abesalom	First Deputy of Head of Road Transport Department
20	Topuria Revaz	Director of Research Transport Institute
21	Rostamashvili Nodar	Head of Department of Coordination Committee of Transport
KAZAKHSTAN		
22	Mukhamedjanov Kanat	Deputy Minister of Transport and Communications
23	Iskhakov Bulat	Main Transport Inspector
24	Denissenko Alexandre	Deputy Head of the Motor Transport Department of MTC

25	Abdreyev Batyrbek	Head of Communications Development Department of Ministry of Economics
26	Kasymbekov Malik	Deputy of Law and Legislation Department of MTC
27	Kaplan Eduard	Deputy Director of NIIAT
28	Kushukbayev Kairolla	Head Legal Division, Water Transport Department of MTC
29	Zabarka Askold	Chief Engineer of "Ingenieringavtodor"
30	Kovalenko Pavel	Director of Water Transport Department of MTC
31	Idrisova Aigul	Head of Communication Department with International Organisations
32	Bekmagambetov Murat	Director of Joint-Stock Company "NIIAT"
33	Safinov Kanatbek	Vice-President of NAAK "Kazakhstan Auezholly"
34	Akhmetov Sain	Lecturer of Almaty Road Institute
35	Raisov Er mukhan	President of Road Company "Er Keruen"
36	Strichishin Vasili	Head of Pavlodar Department of Transport Inspection
37	Irgibaev Saken	General Manager of "International Carriers Union"
38	Yesbatyrov Yermek	General Manager of "Taldykorganavtokolik"
39	Syzdykov Absamet	Head of Akmola Department of Transport Inspection
40	Shinkarev Yuri	Head of Northern-Kazakh Department of Transport Inspection
41	Shonov Yesimbek	Head of Dzhezkazgan Department of Transport Inspection
42	Grinkov Yuri	Head of Combined Transport Department JS Company "NIIAT"
43	Toibaev Askar	Head of Almaty Department of Transport Inspection
44	Oplachko Mikhail	Head of Passenger Transport Department of JS Company "NIIAT"
45	Aldabergenov Bolat	Consultant of "Consalt" Ltd
46	Savrasova Tamara	Head of Financial Department of Almaty Road Transport Inspection
47	Dusekeeva Saule	Deputy of Chief Accountant of Almaty Road Transport Association
48	Nemova Nina	Head of Economic Department of Almaty Transport Inspection
49	Ivanov Yevgeni	Deputy Head Small Enterprise "Transsistema"
50	Grigoriadi Yelena	Consultant Economist JS Company "NIIAT"
51	Dultzeva Ludmila	Economist of Company "Asia Service Auezholly"
52	Astafieva Svetlana	Specialist of Road Transport Department at MTC

53	Aldabergenova Nagima	Chief Accountant of Almaty Road Transport Association
54	Petrova Marina	Lecturer of Almaty Road and Road-Transport Institute
KYRGYZSTAN		
55	Zakirov Suleiman	Deputy of Transport and Communications Department of the Government
56	Sharapov Jolboldou	General Manager of "Kyrgyzintrans"
57	Ishikaeva Ilmira	Vice-President of JS Company "Sultan"
58	Yusupov Isman	Head of Karasu Road Transport Company
59	Schort Georgi	Director of Truck Enterprise
60	Satarov Toktomurat	General Manager of Chu Association
TADJIKISTAN		
61	Negmatov Izatoullo	Deputy Minister of Transport and Road Industry
62	Tokhirov Abdoukhakim	Head of the Department of External Economic Connections and International Carriage of the Ministry of Transport and Roads
63	Rakhimova Rakhima	Head of the Department of Motor Transport Organisation of Tadzik Technical University
64	Safarov Davlatali	General Manager of Dushanbe Motor Transport Production Joint
65	Karabaev Yusuf	Deputy Head of Carriage Department of Road Transport Company "Tochikiston"
TURKMENISTAN		
66	Kerimov Djumakuly	Deputy Head of Turkmen International Water Shipment
67	Allakouliev Oraz	General Manager of "Turkmenvneshtrans"
68	Taganov Djoumakouli	Head of the Department of Transport and Communications of the Ministry of Economy and Finance
UZBEKISTAN		
69	Ismoilov Validjon	Deputy Head of Board of Directors of "Uzavtotrans" Corporation
70	Shestakov Vladimir	Head of General Department of Trucking of "Uzavtotrans" Corporation
71	Khuddaybergenov Khabibulla	Head of Joint-Stock Company Karakalpaktrans of "Uzavtotrans" Corporation
72	Isamukhamedov Azimjan	Head of Board of Directors of "Uzavtotrans" Corporation
73	Kamalov Akmal	Main Special Bureau of Coordination of Technical Assistance Council of EC, Coordinator of TRACECA Programme

74	Nasirov Yashin	Deputy Head of "Ferganavtojul" Joint of "Uzavtodor" Concern
75	Boiko Sergei	Head of Production Association "Uzmezhavtotrans" of "Uzavtotrans" Corporation
76	Azimov Uskan	Deputy of General Manager of Transport Association "Dzhizaktrans"
77	Khodzhanियazov Babakhan	Deputy of General Manager of Transport Association "Khorresmtrans"
78	Samatov Zakir	Deputy of General Manager of Transport Association "Surkhandariatrans"
79	Khudaibergenov Shavkat	Chief Engineer of Road Transport Association "Uztransk-hismat"
80	Mukhamedov Dzhavlan	Chief Engineer of "tazhoblgrustrans"
81	Dzhamalov Shovkat	Chief Engineer of "Samarkandtrans"
82	Asimov Akhmad	Chief Engineer of "Tashoblpasstrans"
83	Tulyaganov Sabir	Deputy Head of Management of "Uzavtoroad" Concern
84	Dzhuraev Tokhir	Deputy Head of Management of "Surkhandariavtoiul" Association
85	Buriev Khamid	First Deputy Head of "Dzhizakavtoiul" Association
86	Kulmanov Suyun	Deputy Head of "Navoiavtoiul" Association

STUDY TOUR TO EUROPE

No	Name, Sur-name	Position
ARMENIA		
1	Shahnazarian Ashot	First Deputy Minister of Transport and Communications
2	Avanyan Arthur	Main Specialist on Transport, Government of Armenia Republic
3	Stepanian Archalouis	Head of Cargo Carriage Division, Ministry of Transport
4	Gabrielyan Gevorg	Director of Company on International Carriage
AZERBAIJAN		
5	Rakhmanov Rafael	Deputy Head of Caspian Marine Shipment Operation
6	Goulamov Eltchin	Vice-President of Holding Company "Gate-East"
7	Allakhverdiev Namaz	First Vice-President of Holding Company "Gate-East"
8	Mansourov Tofic	Deputy Head of Transport and Communications Division of Minister's Cabinet
GEORGIA		
9	Lomadze Vakhtang	First Deputy Chairman of Transport Coordinating Unit
10	Chkheidze Alexander	President of the International Motor Carriers Association
11	Jurkhadze Guram	Deputy Head of Marine Trade Port Poty City
KAZAKHSTAN		
12	Mukhamedjanov Kanat	Deputy Minister of Transport and Communications
13	Denissenko Alexandre	Deputy Head of the Motor Transport Department of MTC
14	Abdreyev Batyrbek	Head of Communications Development Department of Ministry of Economics
15	Kasymbekov Malik	Deputy of Law and Legislation Department of MTC
16	Kaplan Eduard	Deputy Director of NIIAT
17	Kushukbayev Kairolla	Head Legal Division, Water Transport Department of MTC
KYRGYZSTAN		
18	Zakirov Suleiman	Deputy of Transport and Communications Department of the Government
19	Sharapov Jobboldou	General Manager of "Kyrgyzintrans"
20	Schort Georgi	Director of Truck Enterprise
TADJIKISTAN		
21	Negmatov Izatoulo	Deputy Minister of Transport and Road Industry
22	Tokhirov Abdoukhakim	Gead of the Department of External Economic Connections and International Carriage of the Ministry of Transport and Roads

23	Rakhimova Rakhima	Head of the Department of Motor Transport Organisation of Tadzik Technical University
24	Safarov Davlatali	General Manager of Dushanbe Motor Transport Production Joint
TURKMENISTAN		
25	Allakouliev Oraz	General Manager of "Turkmenvneshtans"
26	Taganov Djoumakouli	Head of the Department of Transport and Communications of the Ministry of Economy and Finance
UZBEKISTAN		
27	Ismoilov Validjon	Deputy Head of Board of Directors of "Uzavtotrans" Corporation
28	Shestakov Vladimir	Head of General Department of Trucking of "Uzavtotrans" Corporation
29	Khuddaybergenov Khabibulla	Head of Joint-Stock Company Karakalpaktrans of "Uzavtotrans" Corporation
30	Isamukhamedov Azimjan	Head of Board of Directors of "Uzavtotrans" Corporation
31	Kamalov Akmal	Main Special Bureau of Coordination of Technical Assistance Council of EC, Coordinator of TRACECA Programme
32	Nasirov Yashin	Deputy Head of "Ferganavtoj" Joint of "Uzavtodor" Concern

**Annex Participants in the
B-Group
(Almaty + Europe)**

PROGRAMME IN ALMATY

No	Full Name	Position
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 Otar	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 "Automobils" Department, Osh Technologic University
36	Lapin Viktor	Head of Department of Joint-Stock Company
37	Gorobekov Bolot	Assistant Professor of "Automobils" Facility, Osh Technological University
38	Beketaev Orozali	Head of "Autotransport" Facility, 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 Nimatoulo	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 "Uzzheldorexpeditsiya" State Enterprise, State Shairholding Railway Company "Uzbekiston

31	Kourashvili Otar	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"
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45	Zaimoudinov Pirgon	Deputy General Director of "Tajiknakliet"
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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 "Uzzheldorexpeditsiya" 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	Rakhmatuliev Sadritdin	Head of Main Department of Passenger Carriages, "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 "Almatyjeldorexpeditiya"
88	Smirnov Alexander	Head of State Commercial Enterprise "Zheldorexpeditiya"
89	Panabekov Daulet	Head of State Enterprise "Aktyubzheldorexpeditiya" 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 "Mangistauavtotranskholding"
104	Ramazanov Temirbek	Deputy Head of "Taldykorganautokolik"
105	Eszhanov Kanat	Deputy Head of Almaty Transport Inspection Board
106	Valishev Askhat	Deputy General Director of "Pavlodartranskholding"
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 Training 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

STUDY TOUR TO EUROPE

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24	Mirzaev Tokhirjon	Head of "Uzyulloyikha", "Uzautoyul" Concern
25	Irmatov Shukhrat	Deputy Chairman of "Uzautotrans"
26	Bakhadirov Khodjitura	Assistant Professor of Road Carriages Faculty, Tashkent Road Institute
Kazakhstan		
27	Taranenko Arkadiy	Head of Transport Development Department, Ministry of Transport and communication, Head of Delegation
28	Zabarka Asskoldi	Chief Engineer of "Engineering autodor"
29	Musina Gulmira	Chief Specialist of Foreign Relations Department, MTC
30	Vorobyev Vladimir	General Manager of Joint-Stock Company "Aktau Sea Trade Port"
31	Sarypbekov Maidanbek	Director of Institute "Kazgiprozheldortrans"
32	Panabekov Daulet	Head of State Enterprise "Aktyubzheldorexpeditiya" for West Kazakstan Railways
33	Duisekeyeva Saule	Chief Scientific Officer, Joint-Stock Company "Scientific & Research Institute of Road Transport"
34	Toybaev Askar	Head of the Almaty Transport Inspection
35	Sagimbaeva Sholpan	Deputy Head of Consulting Firm on Transport Issues "Iskomtrans"

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

MEMORANDUM

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

April 19, 1996

Netherlands

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

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

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

1. The main goal of the TRACECA corridor is to provide for competitiveness of the 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 the TRACECA corridor and by creating a 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 the TRACECA corridor, aimed to liberalisation and development of the transport services market in the region.
3. One of the most urgent questions is the legislation improvement in the State-Members of the 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 the 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. Common efforts of State-Members of the TRACECA corridor, international financial and public organisations, local and foreign investors, have to be made to create the transport infrastructure that is needed, that would enable the transport corridor's effective functioning. Particularly the importance of the creation of infrastructure that would assure the development of international truck haulage has 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 Western European experience, the experience of the planning and creation of the service centres network in the 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. Special attention should be paid to the solution of the problem of truck 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 information network along the TRACECA route.
8. A permission document system for transport vehicles crossing borders between Member-States 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 the maximum on the efforts of real problem solutions during the transport corridor creation, to work in more close connection with State-Members' Governments, to attract in a more active way the experienced local experts.
10. In order to stir up the activities aimed at a solution of practical problems and further development of the transport corridor it is necessary to have the possibility of concentration of efforts in the sphere of information collection on the problems concerning TRACECA and to promote in the making of these problem solutions.

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 Kyrgystan	Mr. S. Zakirov
The Republic of Tajikistan	Mr. I. Negmatov
The Republic of Turkmenistan	Mr. V. Taganov
The Republic of Uzbekistan	Mr. V. Ismaielov