



Traceca Intermodal Services
Training Report
December 1999

Report on Training Activities

Table of Contents

1	Objectives of the Training	1
2	The Consultants' Approach.....	1
3	Preparation of the Training	2
3.1	Planning.....	2
3.2	Practical Training for Ports and Terminals	2
3.3	Seminars on Location.....	3
3.4	Study Tours	3
4	Execution of the Training	4
4.1	Container Terminal Management and Equipment Operating Training.....	4
4.2	Business Seminars.....	4
4.3	Study Tours to Europe.....	5
4.4	Participation by Turkmen Experts.....	5

Schedule of Training Activities

1 Objectives of the Training

The Overall Objective of the entire project and, as explicitly stated in the ToR, of the training modules, too, is to promote the use of the Traceca corridor for intermodal transport.

In order to reach this objective it was envisaged to provide training in

- Organisation of container handling and storage
- Organisation of containerising cargo
- Implementation of information systems
- Collaborations between modes and provision of door-to-door services
- Participating in regional development initiatives
- Contacts with service providers in the EU
- Collaboration for complementary services between ports.

As beneficiaries, Azerbaijan, Georgia, Kazakhstan, Turkmenistan and Uzbekistan were named, in particular the ports of Poti, Baku, Turkmenbashi, and Aktau as well as the Bukhara Containerisation Centre and the intermodal terminals Almaty 1 and 2.

One part of the training was to be conducted on the above mentioned sites and was to address

- Container handling and operations management
- Management information systems
- Marketing and Promotion activities
- Business development in co-operation with local institutions

The other part concerned study tours to different locations. On the one hand visits of the management of the different terminals to each other were to be organised. The objective of this part of the training module was to familiarise the different managers with the facilities and business concepts of the other Traceca ports and terminals and to establish co-operations between each other.

On the other hand, study tours to Western Europe were to be carried out. The aim of these study tours was to introduce the participants to advanced intermodal and logistical facilities in order to give them some ideas on possible future developments in their home countries. Another aim was to promote commercial contacts between West European transport companies and the local ports and terminals.

2 The Consultants' Approach

In their offer the Consultants described their training approach in detail. It was the Consultants' understanding from the ToR that all training activities had to support the overall objectives of the project. As there is no true intermodal transport service yet established in the region, this project alone deals with the matter and, therefore, all training activities had to be reconciled with the other project tasks, to support and enhance them. A wider scope of training interventions, addressing matters outside the project's objectives like the general development of the individual ports and terminals, was not envisaged.

The Consultants' main aim of the training was to help to develop a full acceptance of market-economic structures and of a client-oriented attitude and to support the establishment of intermodal services.

In their offer, the Consultants divided the training activities into two sub-modules, one concerning training on location, the other one concerning study tours. It was also planned to execute the training in the first half of the project.

3 Preparation of the Training

3.1 Planning

Prior to commencing the actual training activities the individual experts of the Consultants had many detailed discussions with the involved decision makers during their visits on site.

Due to the very reluctant co-operation from the side of some of the beneficiaries in the first half of the project and the lack of clarity who would actively support the project and who was only interested in getting something out without contributing, it was decided to postpone some training activities to a later phase of the project.

3.2 Practical Training for Ports and Terminals

The practical training for the ports and terminals was discussed at length with the experts of the beneficiaries and between the Consultants' experts. It was decided to base the training on a Container Terminal Handbook that was then specially prepared by the Consultants.

Discussions with the ports of Baku and Poti as well as with the Karmin Blur terminal in Armenia progressed well and training events were consequently scheduled to suit their requirements and convenience.

For the training in Central Asia the Project Co-ordinator visited the terminals in Almaty and in Uzbekistan mentioned in the ToR, in order to prepare the on-site training, and she agreed the general framework of the training interventions with the terminal managers. Also, the range of topics was introduced and discussed, as well as the organisation of the training in the terminals and what the terminals should make available. Participation was also discussed, but as the selection of the final participants was regarded as an important political act, requiring the agreement of higher ranging executives, final lists could not be concluded. Further discussion with relevant decision makers were held in Hamburg during the study tours (see below) and agreement on contents and timing was reached. During these discussion two points emerged:

1. each terminal placed the emphasis of the training differently
2. other terminals then those mentioned in the ToR also requested training.

Agreement on the first point was reached by introducing the Handbook and showing that the different emphasis could still be accommodated within the overall training aims, agreement on second point was reached by adding the terminals Chimkent (Kazakhstan), Tashkent - Toi Tepa and Tashkent – Sergeli (Uzbekistan) as well as Bishkek in Kyrgistan to the list of training locations.

During the discussions in Hamburg the topics to be trained were comprehensively elaborated and agreed as well as the arrangements the terminals would make. Also, the training experts were introduced. When discussing the proposed time schedule for the on-site training the Consultants were asked to postpone the commencement of

the training by one week as otherwise some of the decision makers would still be with the study tour. They preferred to be back at home when the training was to start and oversee arrangements by themselves. The Consultants complied with this request.

3.3 Seminars on Location

During the earlier discussions of the Consultants' experts in the Caucasus, it became apparent that there was a major lack of co-operation between the different parties involved in intermodal transport. This was partly due to a lack of understanding of the other parties' roles and of the effects, decisions of individual parties had on the total transport process. In agreement with the beneficiaries it was decided to widen the target audience to include not only ports and terminals but the railways and customs, and even a member of Caspian Shipping Company, too. Thus, a specialised seminar in business development, marketing, customer relations and management skills (in relation to intermodal transport) was prepared to be held in Georgia. Based on the first seminar's success, a similar seminar for an identical audience from the Central Asian countries was prepared to be held in Tashkent.

3.4 Study Tours

In their offer the Consultants proposed three study tours to Western Europe:

- one for managers of the Trans Caucasus Logistics Express
- one for experts from Poti, Baku, Aktau, Turkmenbashi, Bukhara Containerisation Centre and Almaty Terminals 1 and 2
- one for rail experts from Turkmenistan, Kazakhstan and Uzbekistan.

By the time the project started, the Trans Caucasus Logistics Express did not exist any more. Also, during project execution it emerged that the railway organisations would not play such a prominent part in the project as earlier assumed. Further, Traceca requested the Consultants to try to implement activities that would foster the Traceca idea and the formation of closer links between the Traceca states. Consequently, the target audiences for the three study tours were rearranged as much as it was possible without violating the intentions of the ToR.

The ToR mentioned study visits to other regional terminals. In their offer the Consultants did not include such visits as it was felt that it would be more beneficial and more motivating to experience operating conditions in the EU. This point was raised during discussions on location, and as much as such visits were regarded as interesting, when asked to choose between local visits and visits to the EU, because the budget could not support both, it was unanimously suggested that study tours to the EU were of higher value.

Based on the success of the seminars on location, which generated a lot of benefits to the participants through their "unusual" composition, i.e. by inviting participants from all sectors of the industry that are concerned with container transport by rail – ports and terminals, railways and customs – it was proposed and discussed with the beneficiaries to conduct two study tours with participants of a similar composition.

The question, if the groups should be composed along industry lines (one railways, one ports and terminals) or along geographical lines (one Caucasus, one Central Asia) was decided in favour of the latter. Both proposals, undoubtedly, had their merits.

The training aims of both study tours were to introduce the participants to practical aspects of containerisation, freight forwarding and intermodal transport organisation and management in the EU. In particular, the co-ordination and the co-operation between the different parties involved was to be emphasised.

For the third group, taking Traceca's wish into consideration, the Ministries of Transport or similar entities of all Traceca states, including Mongolia and Ukraine, were requested to nominate one transport expert per country, preferably a person that works or will be working closely with Takis and Traceca.

The training aim of this study tour centred around the administration and organisation of transport in a market-economic environment, again, with special emphasis on co-operation and co-ordination, not only between firms but also between governments and administrations.

4 Execution of the Training

4.1 Container Terminal Management and Equipment Operating Training

The first training activities took place in the ports of Baku and Poti. Both ports received training in container handling equipment operations, container terminal organisation, terminal management, marketing and customer relations. The training was done on equipment supplied by Traceca under another project. The same training was given in autumn to staff members from the Karmin Blur terminal in Yerevan. This training took place in Poti port with the kind assistance of the port management, as the equipment for Yerevan had not yet arrived on location.

The training was executed at the following dates:

Baku	25.02. – 04.03.1999
Poti	20.06. – 25.06.1999
Erivan	24.08. – 29.08.1999

The report on these training courses see in Annex 4.1 to 4.4 of this training report.

The practical training in container terminal operations and management in Central Asia took place at:

Aktau	18.11. – 23.11.1999
Almaty 1	23.11. – 27.11.1999
Chimkent	02.12. – 05.12.1999
Tashkent Toi Tepa	09.12. – 11.1999
Tashkent Sergeli	13.12. – 15.12.1999
Bishkek	18.12. – 22.12.1999

Reports on these training events see in Annex 4.5 to 4.10 of this training report.

4.2 Business Seminars

Two centralised training events, one for participants from the Caucasian states and one for participants from Central Asian, were conducted. A study group consisting of participants from the ports of Baku and Poti, the railway container terminal in Erivan, the Georgian, Azeri and Armenian railways as well as the customs services of the three countries were invited to a specialised seminar in business development, marketing, customer relations and management skills (in relation to intermodal transport) in Georgia. A similarly composed group consisting of participants from Kazakhstan, Kyrgystan and Uzbekistan were invited to an identical seminar in Tashkent.

The training took place at the following dates:

Georgia, Gudauri	07.06. – 15.06.1999
Uzbekistan, Tashkent	26.09. – 06.10.1999

See Reports of these seminars in annex 5.1 and 5.2 of this training report.

4.3 Study Tours to Europe

Two comparable study tours to intermodal facilities in Europe were conducted from 01 to 15 October 1999 and from 23 October to 05 November 1999. In the first group, consisting of experts from the Caucasus, staff members of Georgian, Azeri and Armenian railways, customs, ports and container terminals. participated. In the second group, consisting of experts from the Central Asian states, staff members of railways, customs, the port of Aktau and inland container terminals. participated.

See Reports and Evaluations of these study tours in annexes 1.1 to 2.2 of this report.

In the study tour for representatives of Ministries, which took place from 09 to 19 November 1999, officials from Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgystan, Mongolia, Ukraine, Uzbekistan participated.

See Report and Evaluation in annex 3.1 of this report.

4.4 Participation by Turkmen Experts

The Consultants extended invitations to all training events to Turkmen participation in writing and verbally.

It is regrettable to report that non of the above-mentioned training events were attended by experts from Turkmenistan, not even notices of acknowledgement of the various communications were received.

During a meeting in Ashkabat in December this "silence" was attributed to internal reasons which were not further explained. But the Turkmen side underlined its interest in training and requested that the training shall be repeated for Turkmen participation. The Consultants agreed to run some training events in January / beginning of February 2000 in the port of Turkmenbashi.

Formal Training Events

	1999												2000	
	February	March	April	May	June	July	August	September	October	November	December	January	February	
Marketing Training Poti	<div></div>													
Container Handling and Terminal Organisation Baku		<div></div>												
Container Handling and Terminal Organisation Poti					<div></div>									
Container Handling Training for Erivan Rw terminal							<div></div>							
Container Handling and Terminal Organisation Aktau										<div></div>				
Container Handling and Terminal Organisation Almaty											<div></div>			
Container Handling and Terminal Organisation Chimkent											<div></div>			
Container Handling and Terminal Organisation Tashkent/ Toi Tepa											<div></div>			
Driver Training Tashkent/ Toi Tepa											<div></div>			
Container Handling and Terminal Organisation Tashkent/ Sergeli											<div></div>			
Container Handling and Terminal Organisation Bishkek											<div></div>			
Container Handling and Terminal Organisation Turkmenbashi												<div></div>		
Container Handling and Terminal Organisation Bukhara													<div></div>	
Marketing and Business Development Caucasus					<div></div>									
Marketing and Business Development Central Asia								<div></div>	<div></div>					
Study Tour Caucasus									<div></div>	<div></div>				
Study Tour Central Asia									<div></div>	<div></div>				
Study Tour Ministries										<div></div>	<div></div>			

Report

on

The Study Tour on Intermodal Transport

for Participants from Marketing and Operations Departments of Custom,
Railways and Ports and Inland Container Terminals from the Caucasus

Seminar Report

Title:	Study Tour on Intermodal Transport for Participants from the Caucasus
Date:	1 – 15 October 1999
Venue:	Germany (Hamburg, Bremen, Lübeck) and France (Paris)
Participants:	<p>Artur Gevorkian, Armenia Armenian Railways, Engineer of Transportation Department</p> <p>Oganes Ambartsumian, Armenia Head of Karmin Blur Terminal</p> <p>Konstantin Aivazian, Armenia Customs Armenia</p> <p>Ali Narimanov, Azerbaijan Port of Baku, Head of Container Terminal</p> <p>Shahin Bagirov, Azerbaijan Customs Committee of Azerbaijan, Head of Customs Control Division</p> <p>Vahid Mamedov, Azerbaijan Azerbaijan State Railway, Senior Expert for Coordinating External Relations of ARW</p> <p>Teymur Mamedov, Azerbaijan Azerbaijan State Railway, 1st Deputy Head of Cargo Transportation Division</p> <p>Akaki Akhvlediani, Georgia State Customs Department of Georgia, Tbilisi regional customs, 1st Deputy</p> <p>Zviad Chkhartishvili, Georgia Port of Poti, Marketing Department</p> <p>Paata Tsagareishvili, Georgia Ministry of Transport of Georgia, Dep. Head of Division of Economic Policy and Reform</p> <p>Tengiz Tatishvili, Georgia Head of Department of External Relationships Georgian Railways</p> <p>Rauf Gassanov, Azerbaijan Interpreter</p>
Subjects:	<p>Lectures on the organisation of intermodal transport in West Europe and visits to intermodal operators and freight forwarders as well as to transport related institutions</p> <ul style="list-style-type: none"> • Organisation of intermodal transport • Marketing and attraction of cargo in the transport sector • The different modes of transport and their co-operation • Transport infrastructure: planning and financing • The role and function of customs • International freight forwarding • Exchange of data, information and documentation

Comments:

The study tour was conducted in order to acquaint the participants with the organisation and operation of intermodal transports in Western Europe. The purpose of the seminar was to increase the understanding of the participants of intermodal transport and thus facilitate the work of intermodal operators in their home countries. The programme gave an overview about intermodal transport in Western Europe. Through discussions with practical experts of different companies and authorities the participants gained insight into current practices and developments in this area.

The seminar evaluation showed, that the participants highly appreciated the opportunity to familiarise themselves personally with the system in Western Europe. They especially considered it very valuable to have the possibility to discuss problems and questions with managers in charge in the different facilities and see the working procedures with their own eyes.

Since for most of the participants it has been the first time that they had the opportunity to visit facilities abroad, this seminar will have some impact in finding a “common language” between consultants and international freight forwarders working on location in the Caucasus.

Participants

For the training course participants from different states - Armenia, Azerbaijan and Georgia – from different institutions were invited. The participants were employees concerned with intermodal transports from Customs, Railways, Ports and Inland Container Terminals. Due to the selection of participants from different institutions and different positions it was ensured that the participants in addition to the lectures and visits in the seminar could discuss problems related to the execution of intermodal transports among each other. They thus learnt to understand the different points of view and needs of information of their different partners in the transport sector.

Also, it was important that participants from different states participated in the study tour. The importance of international co-operation in order to ensure smooth transportation of goods was emphasised. In their daily work most of the participants do not have the possibility to contact each other easily due to poor communication facilities and partly due to political reasons.

Seminar contents / evaluation

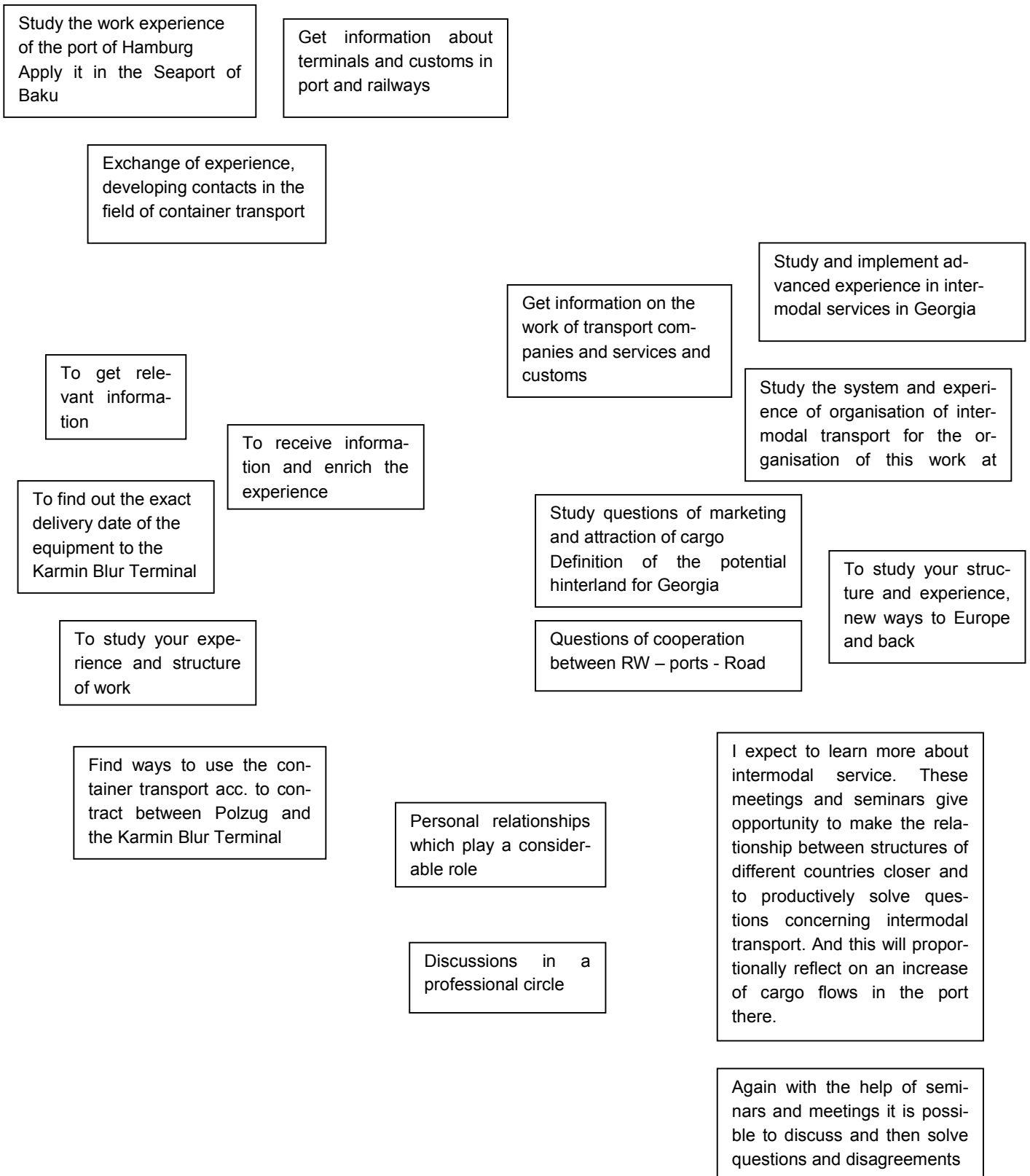
In the beginning of the seminar the participants had been asked to explain which expectations they had concerning the seminar. The topics mentioned and the discussion with the participants showed that the participants' expectations and wishes were met by the programme.

In the end of the seminar a general evaluation of the seminar as a whole was made by the participants.

This evaluation shows that the participants were in general satisfied with the contents and the organisation of the seminar. The comments in the evaluation also show, that the participants had partly difficulties to generalise the information they received. They partly expected to receive information which they could directly transfer to their own work place and conditions, and were partly not able to abstract from the environment and conditions in Europe. Also, partly it became obvious, that the participants have a quite narrow view regarding their functions and positions and do not understand the necessity to get acquainted with the tasks and requirements of other professions and their impact on their own profession.

Results of the evaluation of the individual topics please see on the following pages.

Which expectations do you have concerning the study tour?

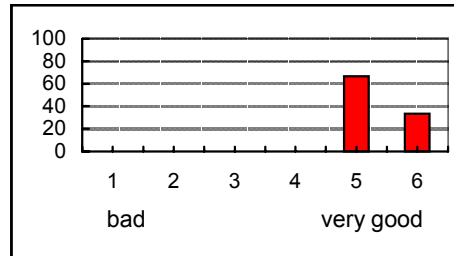


Evaluation
General
02. October - 15. October 1999

Participants: 12

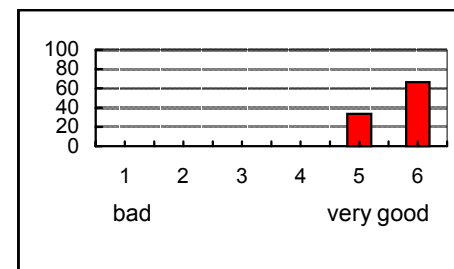
Were the contents of the course interesting?

Answers: 12



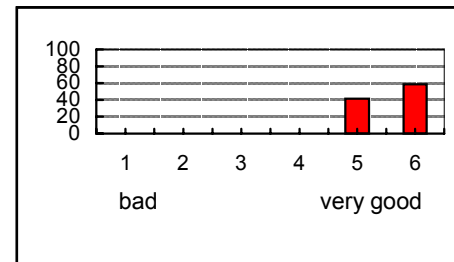
How do you rate the training in total?

Answers: 12



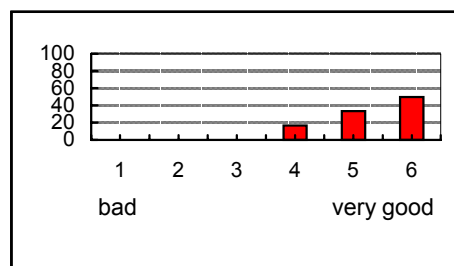
How do you rate the organisation of the course?

Answers: 12



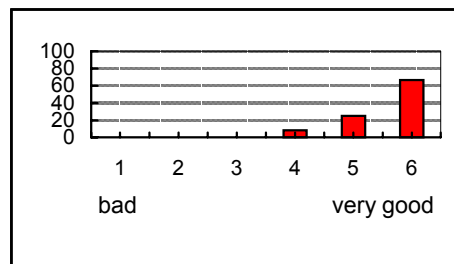
How did you like care-taking during the training?

Answers: 12



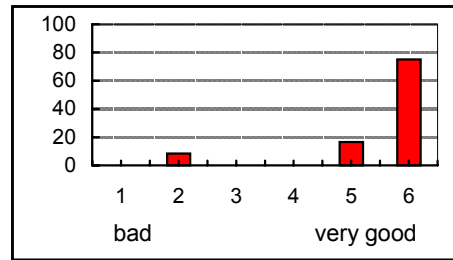
How do you rate the seminar room + facilities?

Answers: 12



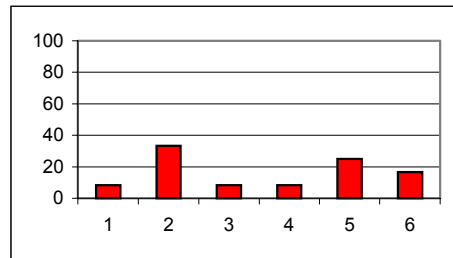
How did you rate the hotel in
Hamburg?

Answers: 12



How did you rate the hotel in
Paris?

Answers: 12

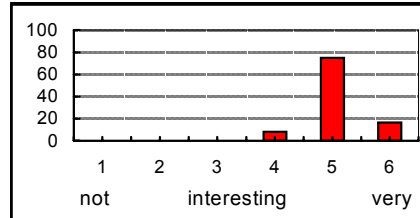


Evaluation
Intermodal Transport - Polzug
04. October 1999

Participants: 12

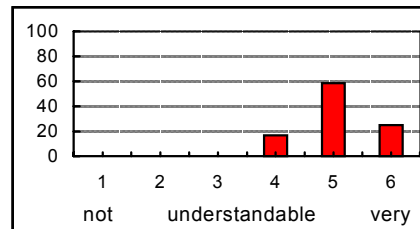
Was the contents of the course interesting?

Answers: 12



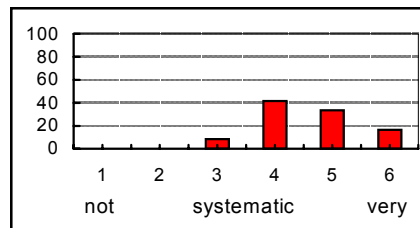
Was the subject presented in an understandable way?

Answers: 12



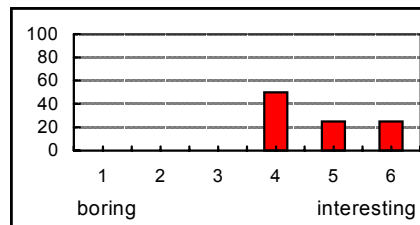
Was the lecture systematic?

Answers: 12



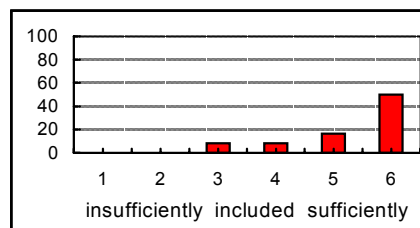
How did you like the style of presentation?

Answers: 12



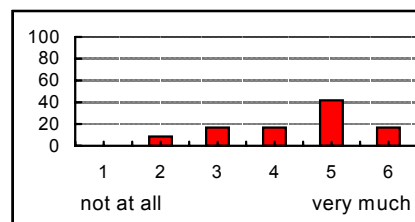
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 12

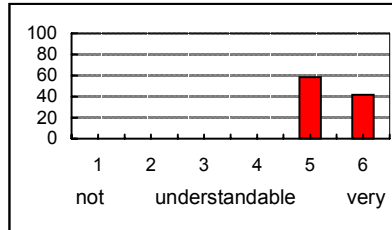


Evaluation
Harbour Cruise
04. October 1999

Participants: 12

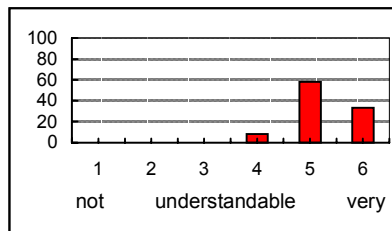
Was the contents of the course interesting?

Answers: 12



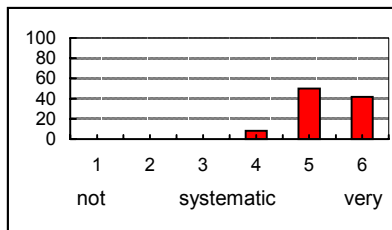
Was the subject presented in an understandable way?

Answers: 12



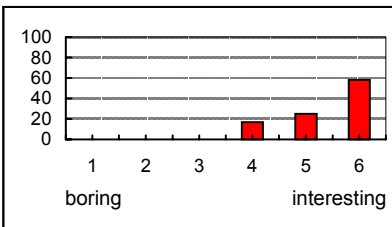
Was the lecture systematic?

Answers: 12



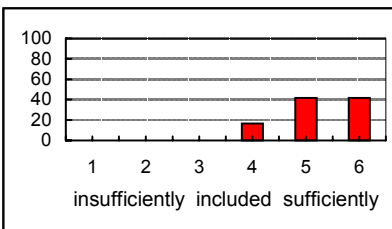
How did you like the style of presentation?

Answers: 12



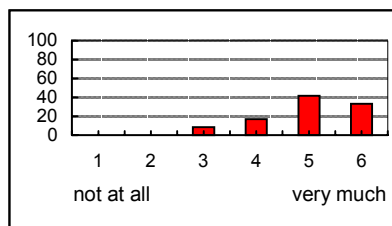
How did the lecturer include the participants?

Answers: 12



Did you gain any new knowledge?

Answers: 12

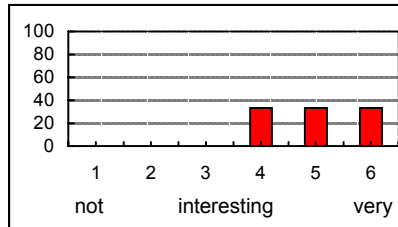


Evaluation
Seaport Intermodal Transport Hub
04. October 1999

Participants: 12

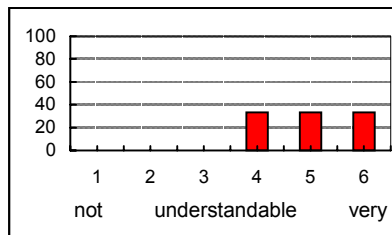
Was the contents of the course interesting?

Answers: 12



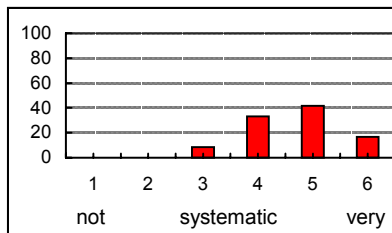
Was the subject presented in an understandable way?

Answers: 12



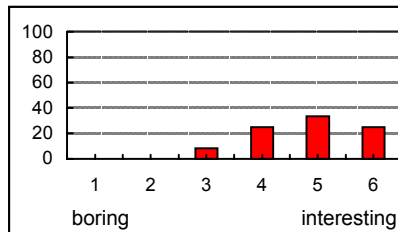
Was the lecture systematic?

Answers: 12



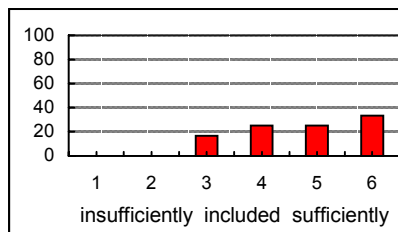
How did you like the style of presentation?

Answers: 11



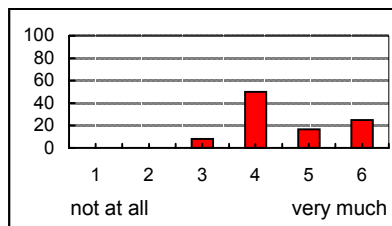
How did the lecturer include the participants?

Answers: 12



Did you gain any new knowledge?

Answers: 12

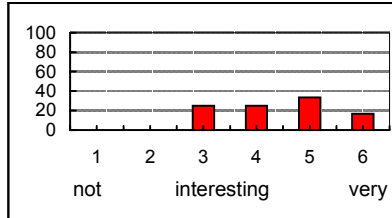


Evaluation
Planning and Financing of Infrastructure in Germany
05. October 1999

Participants: 12

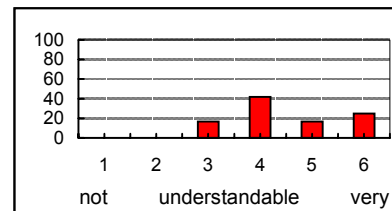
Was the contents of the course interesting?

Answers: 12



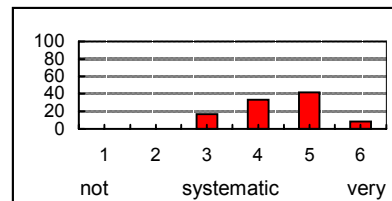
Was the subject presented in an understandable way?

Answers: 12



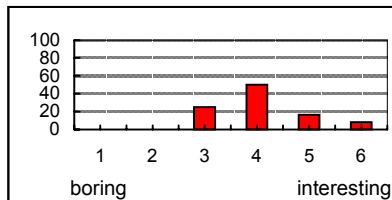
Was the lecture systematic?

Answers: 12



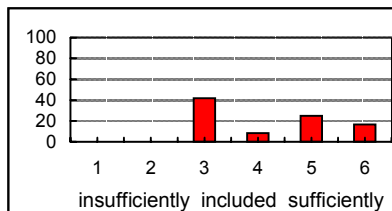
How did you like the style of presentation?

Answers: 12



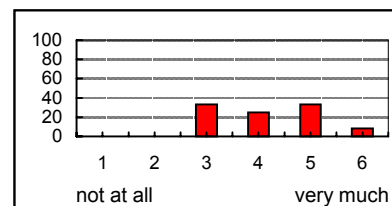
How did the lecturer include the participants?

Answers: 11



Did you gain any new knowledge?

Answers: 12

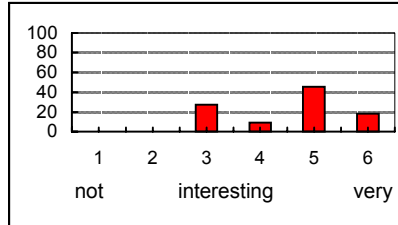


Evaluation
Combined Rail-Road Terminal
05. October 1999

Participants: 12

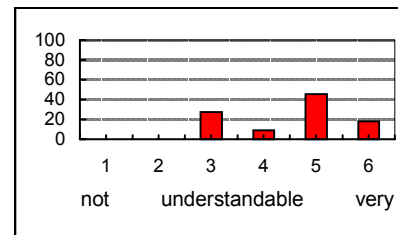
Was the contents of the course interesting?

Answers: 11



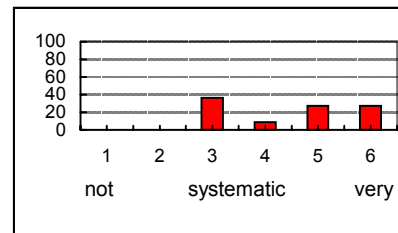
Was the subject presented in an understandable way?

Answers: 11



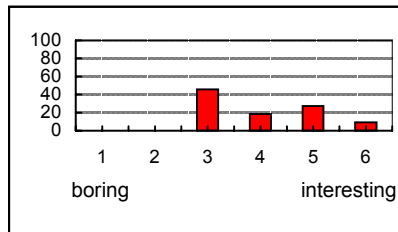
Was the lecture systematic?

Answers: 11



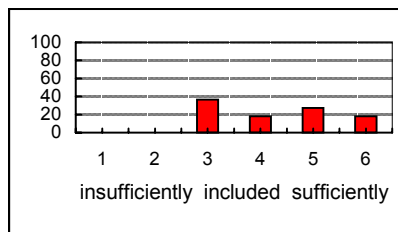
How did you like the style of presentation?

Answers: 11



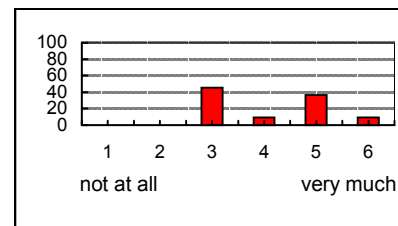
How did the lecturer include the participants?

Answers: 11



Did you gain any new knowledge?

Answers: 11

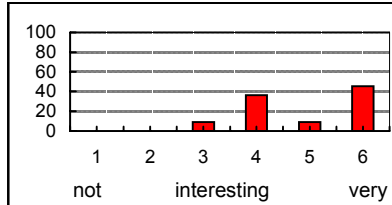


Evaluation
Handling and Storage of Cotton, Bremen
06. October 1999

Participants: 12

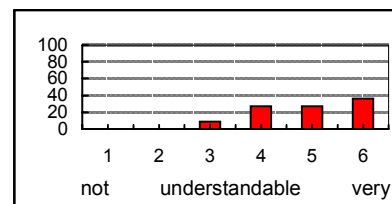
Was the contents of the course interesting?

Answers: 11



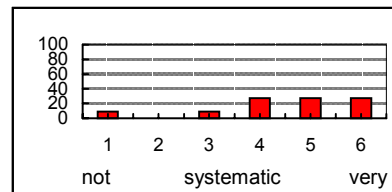
Was the subject presented in an understandable way?

Answers: 11



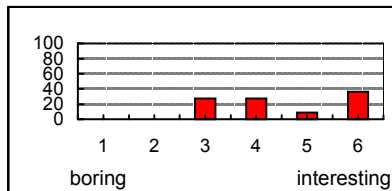
Was the lecture systematic?

Answers: 11



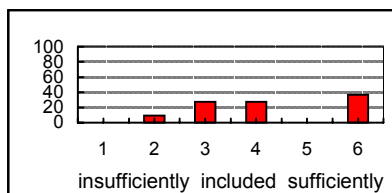
How did you like the style of presentation?

Answers: 11



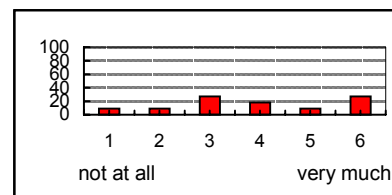
How did the lecturer include the participants?

Answers: 11



Did you gain any new knowledge?

Answers: 11

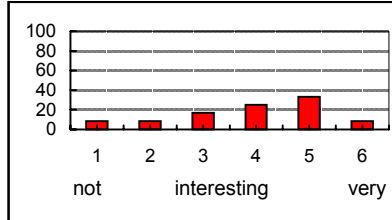


Evaluation
Customs
07. October 1999

Participants: 12

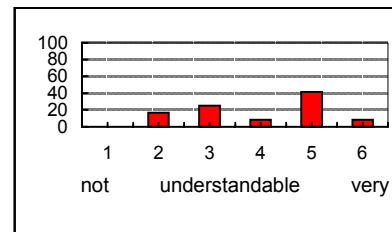
Was the contents of the course interesting?

Answers: 12



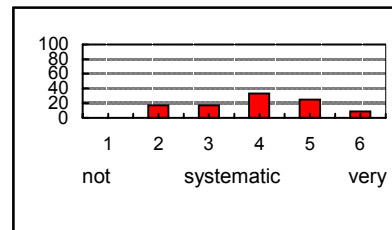
Was the subject presented in an understandable way?

Answers: 12



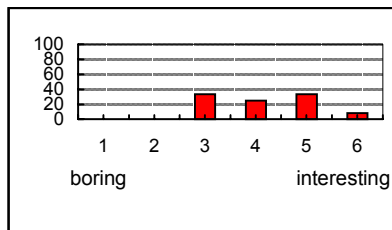
Was the lecture systematic?

Answers: 12



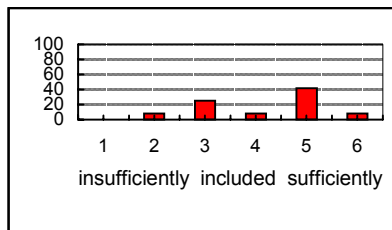
How did you like the style of presentation?

Answers: 12



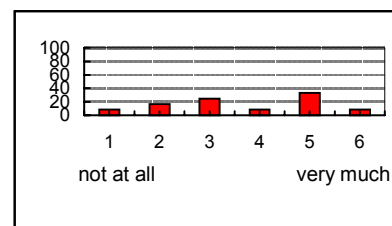
How did the lecturer include the participants?

Answers: 11



Did you gain any new knowledge?

Answers: 12

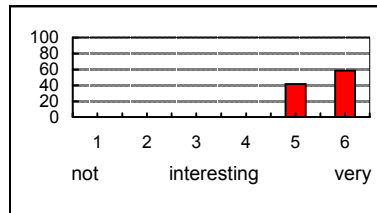


Evaluation
Freight Forwarding, Flow of information and documentation
07. October 1999

Participants: 12

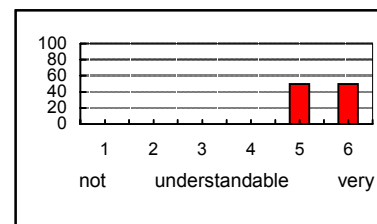
Was the contents of the course interesting?

Answers: 12



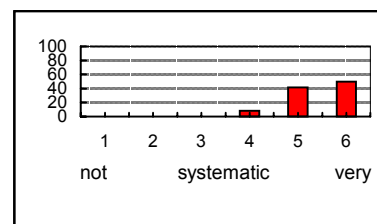
Was the subject presented in an understandable way?

Answers: 12



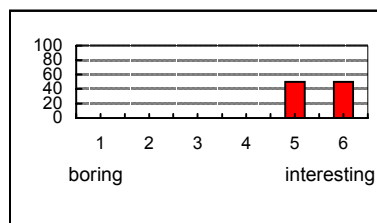
Was the lecture systematic?

Answers: 12



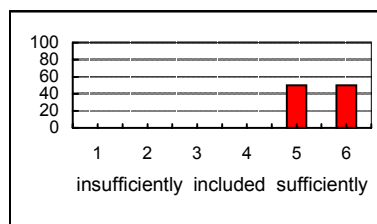
How did you like the style of presentation?

Answers: 12



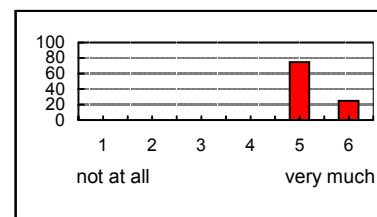
How did the lecturer include the participants?

Answers: 12



Did you gain any new knowledge?

Answers: 12

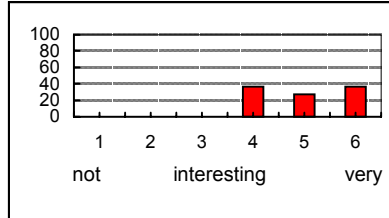


Evaluation
Organisation of Ferry Traffic
08. October 1999

Participants: 12

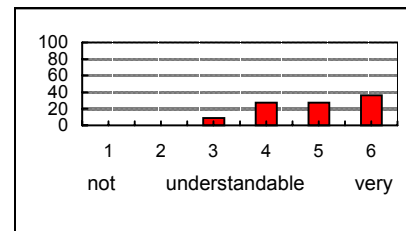
Was the contents of the course interesting?

Answers: 11



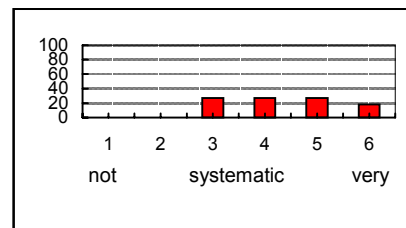
Was the subject presented in an understandable way?

Answers: 11



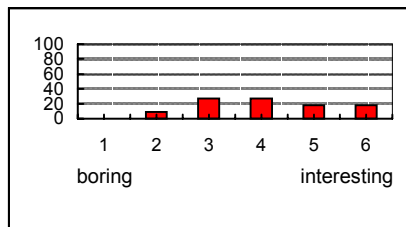
Was the lecture systematic?

Answers: 11



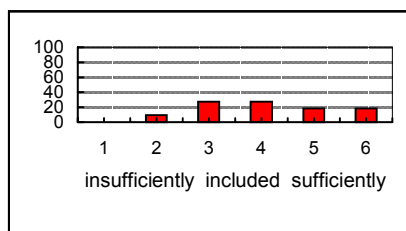
How did you like the style of presentation?

Answers: 11



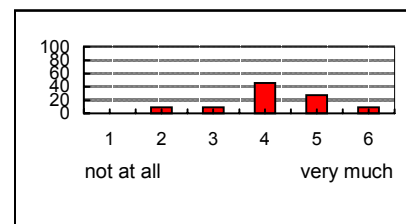
How did the lecturer include the participants?

Answers: 11



Did you gain any new knowledge?

Answers: 11

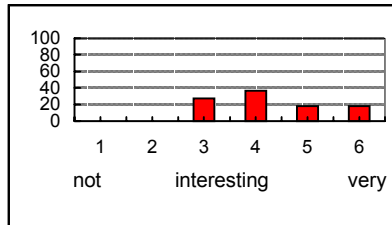


Evaluation
DAKOSY Data Communication System
08. October 1999

Participants: 12

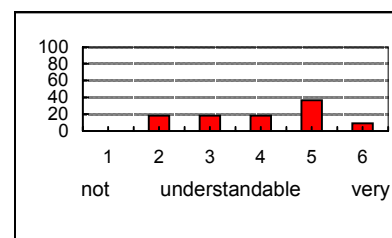
Was the contents of the course interesting?

Answers: 11



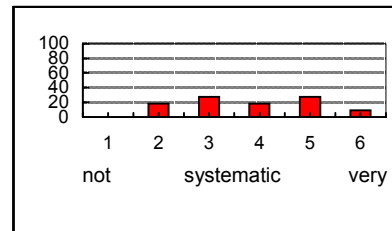
Was the subject presented in an understandable way?

Answers: 11



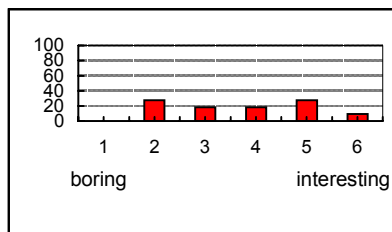
Was the lecture systematic?

Answers: 11



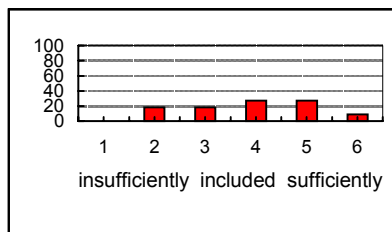
How did you like the style of presentation?

Answers: 11



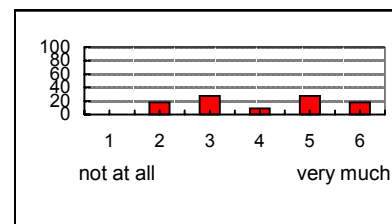
How did the lecturer include the participants?

Answers: 11



Did you gain any new knowledge?

Answers: 11

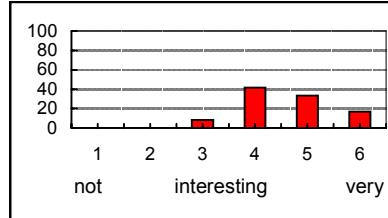


Evaluation
Marketing and Canvassing of Cargo
11. October 1999

Participants: 12

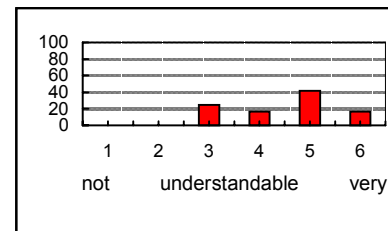
Was the contents of the course interesting?

Answers: 12



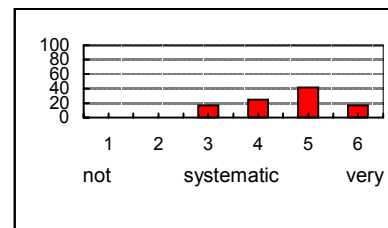
Was the subject presented in an understandable way?

Answers: 12



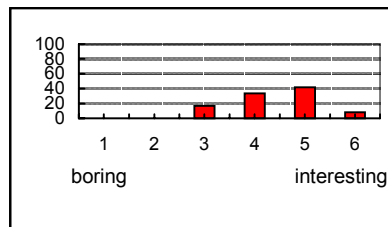
Was the lecture systematic?

Answers: 12



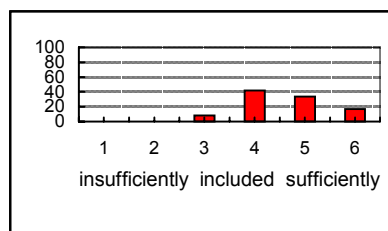
How did you like the style of presentation?

Answers: 12



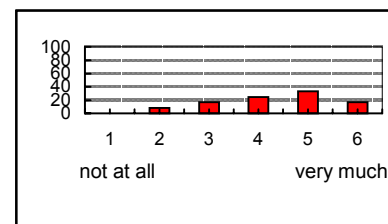
How did the lecturer include the participants?

Answers: 12



Did you gain any new knowledge?

Answers: 12

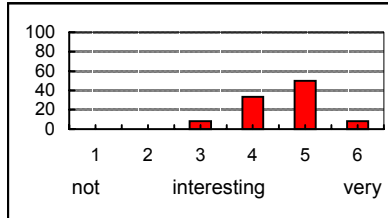


Evaluation
The French Railways SNCF
13. October 1999

Participants: 12

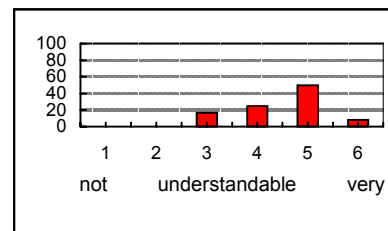
Was the contents of the course interesting?

Answers: 12



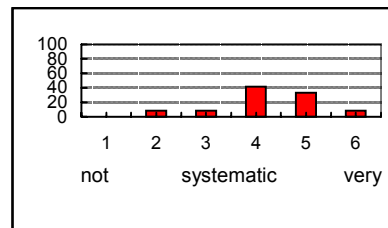
Was the subject presented in an understandable way?

Answers: 12



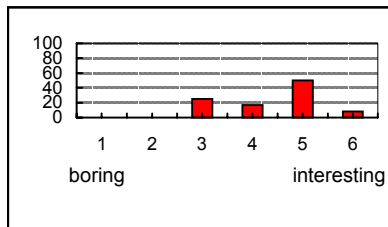
Was the lecture systematic?

Answers: 12



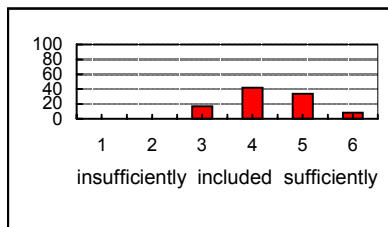
How did you like the style of presentation?

Answers: 12



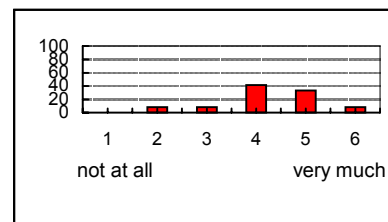
How did the lecturer include the participants?

Answers: 12



Did you gain any new knowledge?

Answers: 12

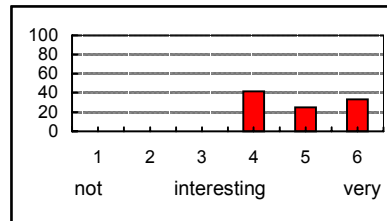


Evaluation
Freight Forwarder NOVATRANS
13. October 1999

Participants: 12

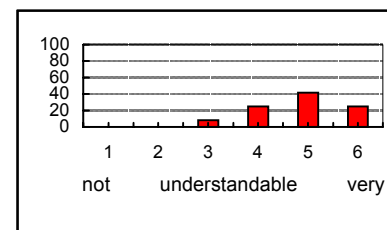
Was the contents of the course interesting?

Answers: 12



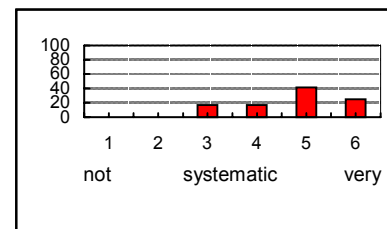
Was the subject presented in an understandable way?

Answers: 12



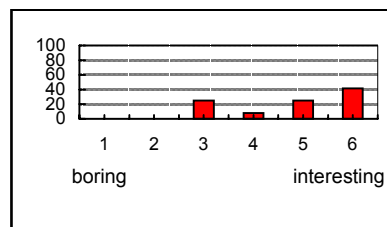
Was the lecture systematic?

Answers: 12



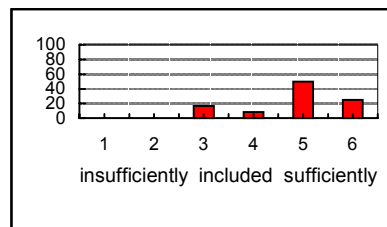
How did you like the style of presentation?

Answers: 12



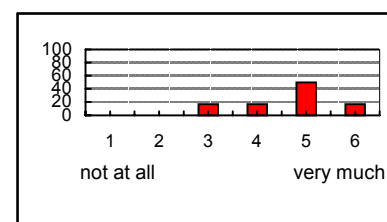
How did the lecturer include the participants?

Answers: 12



Did you gain any new knowledge?

Answers: 12

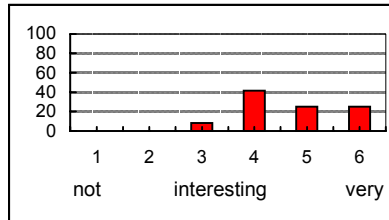


Evaluation
French Customs
14. October 1999

Participants: 12

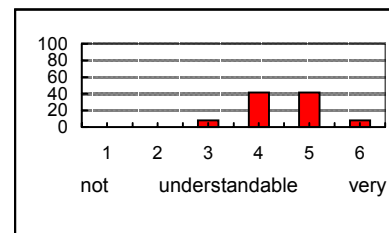
Was the contents of the course interesting?

Answers: 12



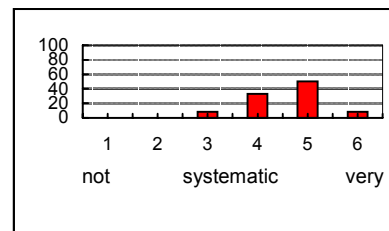
Was the subject presented in an understandable way?

Answers: 12



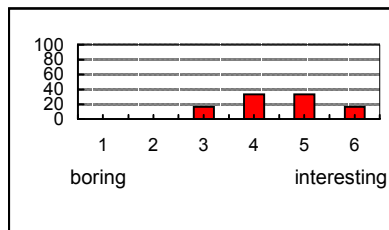
Was the lecture systematic?

Answers: 12



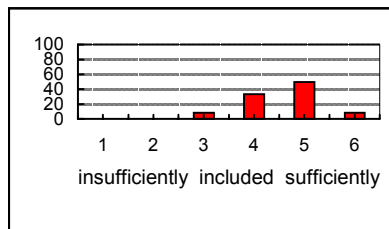
How did you like the style of presentation?

Answers: 12



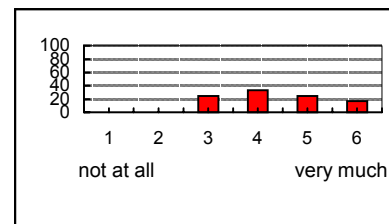
How did the lecturer include the participants?

Answers: 12



Did you gain any new knowledge?

Answers: 12



Comments of the participants

In general the participants appreciated the high professionalism of the lectures and their readiness to answer questions, even if they were not directly related to the topic. They stated that they received a lot of interesting and new information on the different topics.

General Evaluation

What did you especially like?

- The work of the port of Hamburg
- Hospitality, sympathetic attitude and attention
- The working environment, the wish to transfer information
- Harbour cruise in the port of Hamburg
- Thank you very much
- I especially liked the organisation of the seminar as a whole
- The hospitality of Polzug and the good organisation of the work of HPTI
- Thank you
- The idea itself to execute a study tour like this. I convinced myself, that it is necessary as soon as possible to carry out a re-structuring of the port, after that investors like private operating companies will come to the port and will attract cargo flows and capital.

What did you not like at all?

- The hotel in Paris
- Everything was excellent
- The conditions of the stay in Paris
- Everything is okay

Intermodal Transport / Polzug

Benefit for the participants

- Organisation and provision of services for the attraction of clients, the aim is with as little means (expenses) to reach as much as possible
- The interesting information about the Traceca programme
- The organisation of intermodal transports
- Great benefit for the work in the planning of future business
- Additional exchange of experience about the work of Polzug
- I was definitely convinced about the advantages of intermodal transports on the Traceca route
- To improve the co-ordination between the modes – railway, port, motor transport
- To gain new information, to increase the experience
- New style of work and the course about Traceca
- Information, transfer of work experience, style of work
- Very much

What did you especially like?

- Polzug, they want to come into our region among experienced competitors. As I understood, these are serious people who do not fear this
- The objective which was introduced by Polzug, the scope and widening of the scale of services up to China via the “Silk Road”
- The style of the lecture of the lecturer

- Questions concerning transport infrastructure
- The existence of own or leased moving equipment
- The organisation of transports on the whole route Hamburg – Tbilisi – Baku by one operator
- The given information (the reception and the attention)
- The style of work of the company and the marketing
- The democratic style of the conversation
- The visit to the container terminal HHLA

Proposals for the improvement of the course

- To work in an even broader spectrum and to introduce “the product”
- Details on the executed work and the achievement of the big work (from the foundation of the company in 1992 to the present moment)
- To prove by concrete example that the intermodal services of Polzug are better than others
- The lecture should be strengthened by concrete examples
- More examples and practical material
- No
- I liked the tactic of Polzug regarding decisions and achievements in questions of profit
- It would be good to have a look at questions and examples of the situation, concerning the Caucasian countries
- To make more frequently a 5 minutes break
- To conduct more excursions to terminals, especially container terminals

Harbour cruise

Benefit for the participants

- Since we do not have a port, and we are quite far away from one and have no experience, everything will stay within me.
- The organisation of interesting work – the combination of lectures and practical conclusions and examples
- The implementation of a part of the working style in my own business
- The good organisation of the work
- New knowledge about the work of a port
- I have added some new knowledge
- The benefit is very big, but to implement this into the work of my port is out of my competence (presently)
- To plan, organise and execute transport services in a better way
- I very much liked the beautiful city and port
- New knowledge, possibly very necessary for the further work
- There is a lot which I will implement in my own port

What did you especially like?

- Especially the style, the organisational moment
- The precision and the solution of all questions, which occur in the practical process
- Harbour cruise, the discharging and loading of containers with handling equipment and cranes
- The work of the port as a whole
- Everything was for me very new and interesting
- The precise work of the equipment and the transfer of information to all links
- Infrastructure and the system of the port as a whole
- The technology, the organisation of transport services

- The very good organisation of work, the possibility to ask additional questions
- City and port of Hamburg
- The organisation of the excursion
- The sophisticated organisation of the work of the ports, of shipping lines etc.

Proposals to improve the course

- We have to say thank you
- The course was ok
- There was too little time to visit the port
- Everything was good
- Successful development and the continuation of systematically conducted courses for the further deepening of the topics
- To get rid of the formal approach to the organisation of excursions
- More harbour cruises

The sea port as an intermodal transport hub

Benefit for the participants

- The stages of development
- To achieve the implementation of what we had seen and heard and also of the advanced work technology at home in Baku
- Organisational questions
- The organisation of the work of a sea port
- The lecture and the visit to the terminal was very informative and I received a lot of new knowledge
- Benefit (additional) regarding the transport of private containers
- The market segmentation of the services, which is very important in modern marketing
- The study of work methods
- From the course I received a big benefit, which will help me to work
- Simply information
- Very much

What did you especially like?

- A quite big organisation and the organisation in such a great sphere
- The scale of the port, its mechanisation and the administrative system on a high level of these mechanisations
- The organised and precise style of work
- Everything was very interesting
- The tour around the terminal
- The precise work organisation in the port and the junctions
- Especially interesting was the explanation of the marketing in the port, the geography of the cargo flows
- The excursion around the terminal
- The infrastructure of the terminal
- Ms Roller
- The precise organisation of the work in the port

Proposals to improve the course

- Considering that we are railway employees – to organise a more detailed lecture on the interrelationship of the port with the railways
- Organise 3 – 4 courses per year

- It would be good to have a look at all questions concerning Traceca
- I would like to see the documentation process for at least one container from the moment it arrives at the port to the moment it leaves the port
- More practical demonstrations
- To arrange 5 minute breaks 2 – 3 times, to present the topic of the course in a more interesting way
- Conversation with personnel of different structures like administration and operations

Planning and financing of transport infrastructure in Germany

Benefit for the participants

- Concerning the experience we can take it as an example, but in our country the problems are solved differently and to use it at work is not possible
- I learnt about transport infrastructure in Germany
- To implement the experience at my own work place
- Legal questions
- The system in Germany is very different from ours, it was useful to receive new information
- For the further work at home
- The information is not so interesting and relevant for my work

What did you especially like?

- The connection between the organs of different directions and the way to work, but to have one objective – for the wealth of the country
- The explanation about the maintenance of transport structures by finances and by the budget
- I very much liked the infrastructure
- The local planning of infrastructure in Hamburg
- The accessibility of the information through the slides
- The financing of all sub-departments of transport by the state
- The building up of the lecture
- Nothing especially

Proposals for improvement of the course

- Details about the work of the institutions, some indicators of their work and the interrelationship between them
- It would be good to enrich with concrete examples
- No
- The lecturer knows the topic superficially, I had the impression as if he was reading a lecture at a transport university
- It would be good if the lecture was read by a transport professional and not by one from the building sector

Combined rail – road terminal

Benefit for the participants

- The organised style of work
- I got acquainted with the equipment used at the terminal for loading and discharging of containers
- The interrelationship of the private sector
- It was very new and very useful
- Simply the exchange of experience of work
- It was interesting, but because I work in another sector of transport I cannot apply much

- It is essential to improve the coordination between the different modes of transport
- To see in practise the organisation of the work
- Experience for further work
- There is much I can implement at home

What did you especially like?

- Everybody knows precisely what to do and is responsible for his work
- The precise execution of work and the coordination of motor and railway transport and the terminal
- The organisation of work and the interrelationship of the private sector regarding combined transport
- The terminal itself
- The fast loading and unloading, the lack of confusion at the terminal
- It was impressive
- The organisation and execution of services
- The work which is organised on the combined terminal
- The organisation of work

Proposals for improvements of the course

- Details of the work of the terminal, the way to work successfully and further plans
- No
- It would be good to give recommendations about combined transport in our countries
- In principle there are no remarks
- More excursions like this

The activities of a freight forwarder, flow of information and documentation

Benefit for the participants

- I think the people here will achieve still a lot more. This I understood because they came to the point at once: - "Do you have cargo? Let's transport it".
- Keep contact in future
- I built up contact with KLS and will facilitate their work in Azerbaijan
- The course was extraordinarily useful
- To improve the work of freight forwarding companies
- I hope that the company «KN» in the near future will start to work in Georgia
- I hope that with the help of the politics of the port of Poti (tariffs, service) we can attract the company «KN» into the port

What did you especially like?

- The company's work experience regarding the transport of large and heavy cargo
- The readiness to co-operate and to fight in a new market. The warm conversation, the benevolence of the management and the company in general
- The tour on the ship
- Everything
- Their concreteness
- The style of the lecture, the conversation with the management of "Kühne & Nagel"
- To elaborate project and after that start the work
- The system of the company
- I liked the work system of the company. They take care of the whole sphere of service
- The organisation of the activities of the firm

Proposals for improvement of the course

- I think, that presently the company has not chosen the best place for their office, regardless of the oil factor
- No
- No remarks, there is no need for improvement (OK)
- More clear and concrete examples

Handling and storage of cotton and coffee, Bremen

Benefit for the participants

- The firm has a fairly big experience in storing and handling of cotton, we can consider the experience of the firm and the ways of development
- We could convince with our own eyes, how organised the handling of coffee, cotton and others is
- Experience and method of work
- There is a big difference in the system of organisation
- We have learnt something new
- The lecture was interesting because we learnt that not all companies in Germany and Europe believe in the Traceca route
- To get acquainted with the way to organise work cooperation with other organs
- For me the course had a purely informative character

What did you especially like?

- The organised work. The services for the clients
- The organisation of the storage of coffee as well as their mixing
- I especially liked the historical city of Bremen
- The system of organisation of work at the terminal
- The organisation of the handling of coffee and tea
- The reception and attention and their presence
- The infrastructure and economical politics
- The organisation of work

Proposals for improvements of the course

- We are not only here to take a look at our work and to learn, but also to show that there is a route which is shorter and cheaper
- The managers of the mentioned institutions should, depending on the audience, study the situation of business in the home countries of the audience and give proposals for the organisation of these work in these states
- No
- It would be good to give recommendations and draw parallels with our countries
- I wish success
- No proposals

The organisation of ferry traffic

Benefit for the participants

- The organisation and experience of work
- Interesting informative excursion
- The way to organise the work with containers, the used equipment
- It was interesting to watch the technological cycle in practise (European standard)

- For me it was useful for implementation
- Very much
- To coordinate the work of the railway and motor transport

What did you especially like?

- Loading and discharge of containers at the same time and the organised work
- The work of the port
- The way to organise work safety
- The organisation of work
- The organisation of port work regarding loading and unloading
- Relationship between different modes of transport
- I liked the management system of Ferry and RoRo and the organisation of work
- The payments and the equipment
- The organisation of work

Proposals for improvement of the course

- No proposals
- The visit of ferries on the quay and studying of container loading and their fixing
- No

System of electronical exchange of data

Benefit for the participants

- The modern method to receive information
- In the future we hope to organise information considering the advantages of the system of Dakosy
- In our country this is already being implemented but it has to be perfected
- I can apply there to receive information
- It would be sensible to elaborate a system like this in the Traceca corridor
- Very interesting system. In the near future we can implement such a system in the Caucasian – Asian region
- A little bit
- To propose the system at home

What did you especially like?

- The method to receive information
- The information system Dakosy
- The whole system
- You can control the transport of good up to the final destination
- Everything
- The processing of data about transported goods

Proposals for improvement of the course

- To present the course more detailed
- As an example to show the output of information and the received request
- More examples from practice
- It would be good to include the East European countries and Caucasian countries into the information network
- The lecturer had only a narrow knowledge about the system, it is important to know how to adapt it to different nets

- No

Customs

Benefit for the participants

- The experience of work
- It was an interesting work principle especially in the free zone
- In general to familiarise with the work of customs in Germany
- Big
- Very much information
- As a representative of the port, the topic of customs is not very interesting for me
- Question of a free economic zone
- About the work of a free zone and the work of the customs
- Nothing new

What did you especially like?

- The customs procedure during the container transport
- Questions connected to the free economic zone
- It would be good to give comparative material (the difference to other countries)
- The whole lecture

Proposals for improvements of the course

- No
- During the lecture we had a discussion and questions, but there was too little time
- No
- To present the topic in a more professional way, a professional interpreter

Marketing and attraction of cargo

Benefit for the participants

- The principle of getting and attracting clients – goods
- Questions concerning market surveys
- A little bit
- I received a lot of information for the work
- As the marketing manager of the port of Poti I learnt about organisational questions of marketing
- To improve the studying of the hinterland and regarding the attraction of cargo flows
- Related work, sea, river, motor and railway transport in Hamburg
- Purely informative

What did you especially like?

- The complex of intermodal transport and the wide spectrum
- Everything
- The way to present the topic consecutively
- It was interesting
- Normal

Proposals for improvement of the course

- Extension to the countries of Traceca
- No

- No
- The lecturer has to investigate the real situation
- The course should be more interesting
- No
- No proposals

SNCF – French Railways

Benefit for the participants

- A lot of benefit for my work
- Very much
- Very informative lecture
- The information is possibly useful for the work

What did you especially like?

- The support and financing from the state
- The sophisticated work
- The way to present the material
- The self-confidence

Proposals for improvements of the course

- No remarks
- To present the topic more in detail

The freight forwarding company NOVATRANS

Benefit for the participants

- Much benefit
- To organise marketing for the attraction of a big quantity of clients for export
- Very much
- A new partner
- Their experience and organisation
- Only informative

What did you especially like?

- The detailed explanation of their work
- The work at the container terminal
- The complex of services
- Their method to transport containers with trucks and railways

Proposals for improvements of the course

- No
- No remarks
- No proposals

French Customs

Benefit for the participants

- A little bit
- We learnt about the structure and system of work of customs and supporting departments
- Because I do not work in customs - none
- The information is very necessary for future work

What did you especially like?

- Everything
- The reception
- I learnt about the system and the organisational structure of French customs
- The conditions of work

Proposals for improvement of the course

- No
- It is a pity that there was little time
- To give more time for the presentation of the course

Programme Study Tour 1

Study Tour

Учебная Поездка

on the Organisation of
Intermodal Transports

по теме
«Организация интермодальных транспортов»

for Participants from

для участников из

the Caucasus
(Armenia, Azerbaijan, Georgia)

Кавказа
(Армения, Азербайджан, Грузия)

01 - 15 October 1999
Hamburg

01 - 15 октября 1999
Гамбург

Polzug – Axis – HPTI Consortium

Polzug – Axis – HPTI Консорциум

Participants Armenia

Artur Gevorgian	Armenian Railways, Engineer of Transportation Department
Oganes Ambartsumian	Head of Karmin Blur Terminal
Konstantin Aivazian	Customs Armenia

Azerbaijan

Ali Narimanov	Port of Baku, Head of Container Terminal
Shahin Bagirov	Customs Committee of Azerbaijan, Head of Customs Control Division
Vahid Mamedov	Azerbaijan State Railway, Senior Expert for Coordinating External Relations of ARW
Teymur Mamedov	Azerbaijan State Railway, 1 st Deputy Head of Cargo Transportation Division
Rauf Gassanov	Interpreter

Georgia

Akaki Akhvlediani	State Customs Department of Georgia, Tbilisi regional customs, 1 st Deputy
Zviad Chkhartishvili	Port of Poti, Marketing Department
Paata Tsagareishvili	Ministry of Transport of Georgia, Dep. Head of Division of Economic Policy and Reform
Tengiz Tatishvili	Head of Department of External Relationships Georgian Railways

The group will be accompanied by

Helga Wagner
Birte Behrendt
HPTI Hamburg Port Training Institute GmbH

Армения

Артур Геворкиан	Армянская Ж/Д, Инженер отдела Транспорта
Оганес Амбарцумиан	Начальник Терминала Кармин Блур
Константин Айвазиан	Армянская Таможня

Азербайджан

Али Нариманов	Порт Баку, Начальник контейнерного терминала
Шахин Багиров	Таможенный комитет Азербайджана, Начальник отделения таможенного контроля
Вахид Мамедов	Азербайджанская Ж/Д, Старший эксперт по координации внешних отношений АЖ/Д
Теймур Мамедов	Азербайджанская Ж/Д, 1 Заместитель начальника отдела грузового транспорта
Рауф Гассанов	Переводчик

Грузия

Акаки Ахвледианов	Государственный таможенный департамент Грузии, Местная таможня Тбилиси, 1 заместитель
Звиад Чхартшвили	Порт Поти, Отдел маркетинга
Паата Цагарейшвили	Министерство транспорта Грузии, Зам. начальника отдела экономической политики и реформы
Тенгиз Татишвили	Начальник департамента внешних отношений грузинской Ж/Д

Группу сопровождают

Хельга Вагнер
Бирте Беренд
HPTI Hamburg Port Training Institute GmbH

Friday, 1 October 1999

17.15 Arrival of the Delegation from Armenia

The Participants will be welcomed by

Evgenij Seibel

HPTI Hamburg Port Training Institute GmbH

Office:

HPTI Hamburg Port Training Institute GmbH

Überseezentrum, Schumacherwerder

20457 Hamburg

Germany

Tel: +49 - 40 - 788 78 - 0

Fax: +49 - 40 - 788 78 - 178

e-mail: HPTI@Compuserve.com

Hotel in Hamburg

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Germany

Tel: +49 - 40 - 78 84 0 0

Fax: +49 - 40 - 78 74 10 00

Пятница, 1 октября 1999

17.15 Прибытие делегации из Армении

Участников встречает

Евгений Зайбель

HPTI Hamburg Port Training Institute GmbH

Офис:

HPTI Hamburg Port Training Institute GmbH

Überseezentrum, Schumacherwerder

20457 Hamburg

Германия

Тел: +49 - 40 - 788 78 - 0

Факс: +49 - 40 - 788 78 - 178

электронная почта: HPTI@Compuserve.com

Гостиница в Гамбурге

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Германия

Тел: +49 - 40 - 78 84 0 0

Факс: +49 - 40 - 78 74 10 00

Saturday, 2 October 1999

10.30 Arrival of the participants from Baku

The participants will be welcomed by

Wolfhard Arlt

Helga Wagner

HPTI Hamburg Port Training Institute GmbH

10.10 Arrival of the participants from Georgia in Berlin

The participants will be welcomed by

Evgenij Seibel

HPTI Hamburg Port Training Institute GmbH

Transfer to Hamburg

19.00 – 21.00 Welcome dinner

Суббота, 2 октября 1999

10.30 Прибытие участников из Баку

Участников встречают

Вольфхард Арльт

Хельга Вагнер

HPTI Hamburg Port Training Institute GmbH

10.10 Прибытие участников из Грузии в Берлин

Участников встречает

Евгений Зайбель

HPTI Hamburg Port Training Institute GmbH

Переезд в Гамбург

19.00 – 21.00 Приветственный вечер

Sunday, 3 October 1999

**11.00 Meeting in the hotel and

Sightseeing tour in Hamburg**

Воскресенье, 3 октября 1999

**11.00 Встреча в гостинице и

Экскурсия по Гамбургу**

Monday, 4 October 1999

- 08.30 - 09.00 Meeting in the Hotel and Transfer** to the HPTI premises
- 09.00 - 09.30 Welcome of the participants and introduction of the programme**
- Ms Behrendt / Ms Wagner**
Seminar Leader
HPTI Hamburg Port Training Institute GmbH
- 09.30 - 11.30 Organisation of Intermodal Transports**
- The Organisation of Work
 - Attraction of Clients
 - Presentation of the company POLZUG
- Mr. Schulze-Freyberg**
Managing Director
Polzug Polen – Hamburg Transport GmbH
- 11.45 – 13.30 Harbour Cruise on the official state Launch “Strom – und Hafenbau”**
- Ms Behrendt**
Seminar Leader
HPTI Hamburg Port Training Institute GmbH

Понедельник, 4 октября 1999

- 08.30 - 09.00 Встреча в гостинице и переезд в HPTI офис**
- 09.00 – 09.30 Приветствие участников семинара и представление программы**
- г-жа Берендт / г-жа Вагнер**
Руководитель семинаром
HPTI Hamburg Port Training Institute GmbH
- 09.30 - 11.30 Организация мульти-модальных перевозок**
- Организация работы
 - Привлечение клиентов
 - Представление фирмы ПОЛЦУГ
- г-н Шульце-Фрейберг**
Управляющий фирмы
Polzug Polen – Hamburg Transport GmbH
- 11.45 – 13.30 Экскурсия по порту на катере**
- г-жа Берендт**
Руководитель семинаром
HPTI Hamburg Port Training Institute GmbH

Monday, 4 October 1999, continued

13.30 - 14.00 **Transfer to the Burchardkai**

14.00 - 16.00 **The Sea port as an intermodal transport hub**

- The interrelationship between sea ship, feeder ship, railways, and road
- The organisation of intermodal transports

Ms Roller

Container Department - Sales

HHLA Hamburg Port and Warehouse Corporation

Понедельник, 4 октября 1999, продолжение

13.30 - 14.00 **Переезд в Бурхардкай**

14.00 - 16.00 **Морской порт как мультимодальный транспортный узел**

- Взаимоотношение между морском судном, фидерным судном, ж/д и автодорогой
- Организация мультимодальных перевозок

г-жа Роллер

Отдел контейнеров - продажа

HHLA Hamburg Port and Warehouse Corporation

Tuesday, 5 October 1999

08.30 – 09.00 Meeting and transfer to the HPTI premises

09.00 – 10.00 Assessment of the Expectations and Needs of the Participants of the Seminar

Ms Wagner

Project Co-ordinator

HPTI Hamburg Port Training Institute GmbH

10.15 – 12.00 Transport Infrastructure

- The interrelationship of the public and the private sectors in transport infrastructure.
- The federal structure in the transport sector

Dr. Merkens

Municipal Building Authority

12.00 – 13.00 Lunch

13.30 – 15.00 Intermodal Operations

- The cooperation between road and railway
- Visit to a Rail – Road Terminal

Mr. Sinn

Head of the Rail – Road Terminal Hamburg

German Federal Railways

Вторник, 5 октября 1999

08.30 – 09.00 Встреча и переезд в офис НПТИ

09.00 – 10.00 Ожидания и потребности участников семинара

г-жа Вагнер

Координатор проекта

HPTI Hamburg Port Training Institute GmbH

10.15 – 12.00 Инфраструктура в области транспорта

- Взаимоотношение общественного и частного секторов относительно транспортной инфраструктуры.
- Федеративная структура в области транспорта

Др. Меркенс

Муниципальное ведомство по строительству

12.00 – 13.00 Обед в столовой

13.00 – 15.00 Мульти-модальные операции

- Кооперация между автотранспортом и ж/д
- Посещение терминала ж/д - автотранспорта

г-н Синн

Управляющий терминала

Немецкая Федеральная Железная Дорога

Wednesday, 6 October 1999**08.30 - 10.00 Transfer to Bremen****10.00 – 12.30 Cotton**

- Storage and handling of cotton
- Transport and trading of cotton

Mr. Vollers**Mr. Jamin**

Berthold Vollers GmbH

13.00 – 15.00 Visit to the historical city of Bremen**15.00 – 17.00 Transfer to Hamburg****Среда, 6 октября 1999****08.30 - 10.00 Переезд в Бремен****10.00 – 12.30 Хлопок**

- Хранение и обработка хлопка
- Торговля и транспорт хлопка

г-н Фоллерс**г-н Ямин**

Berthold Vollers GmbH

13.00 – 15.00 Осмотр исторического города Бремен**15.00 – 17.00 Переезд в Гамбург**

Thursday, 7 October 1999

08.30 – 09.00

09.00 - 10.30 The Role of Customs

- Customs documentation
- Customs control

Mr. Schilling

Hamburg State Ministry of Transport
Customs Administration

11.00 – 13.00 International Freight Forwarding

- Exchange of information between the transport partners (relationship between clients, forwarder, customs and transport operators / shipping agencies)
- Documentation
- The organisation of international, intermodal transport

13.00 – 15.00 Cruise on the company launch of Kühne & Nagel with lunch on board by invitation of the freight forwarding company Kühne & Nagel

Mr. Wolf

Kühne & Nagel

Четверг, 7 октября 1999

08.30 – 09.00

Встреча и переезд в музей таможни

09.00 - 10.30

Роль таможни

- Таможенная документация
- Таможенный контроль

г-н Шиллинг

Министерство Финансов государства Гамбург
Таможенная Администрация

11.00 – 13.00

Международные экспедирование грузов

- Обмен информацией между транспортными партнерами (взаимоотношение между клиентами, экспедитором, таможней и транспортными операторами / агенствами)
- Документация
- Организация международных, мультимодальными перевозками

13.00 – 15.00

Экскурсия на катере компании Kühne & Nagel с обедом на борту по приглашению экспедиторской компании Kühne & Nagel

г-н Вольф

Kühne & Nagel

Friday, 8 October 1999

08.00 - 09.00 **Transfer to Travemünde**

09.00 – 11.00 **Organisation of Ferry Traffic**

- Organisation of the work of the terminal
- Relationship to clients

Mr. Wollboldt
Head of the Sales Department
Lübecker Hafengesellschaft mbH

12.00 – 14.00 **Visit** to the historical city of Lübeck

14.00 – 15.00 **Transfer to Hamburg**

15.00 – 16.00 **Data Exchange and Information Flow in International Transport**

- Exlanation of the Data Communication System in the Port of Hamburg, linking all transport partners

Ms Woywod
DAKOSY Daten-Kommunikations-System GmbH

Пятница, 8 октября 1999

08.00 - 09.00 **Переезд в Травемюнде**

09.00 – 11.00 **Организация паромных перевозок**

- Организация работы терминала
- Взаимоотношение с клиентами

г-н Воллбольдт
Начальник отдела сбыта
Lübecker Hafengesellschaft mbH

12.00 – 14.00 **Посещение** исторического города Любек

14.00 – 15.00 **Переезд в Гамбург**

15.00 – 16.00 **Обмен данными и поток информации в международном транспорте**

- Объяснение коммуникационной системы для обмена данными в порту Гамбург, которая связывает все партнеры в области транспорта

г-жа Войвод
DAKOSY Daten-Kommunikations-System GmbH



Saturday, 9 October 1999

Суббота, 9 октября 1999

To the Participants' free Disposal

В свободном распоряжении участников семинара

Sunday, 10 October 1999

Visit to the museum

Excursion on the Hamburg channel system



Воскресенье, 10 октября 1999

Посещение музея в Гамбурге

Экскурсия по городским каналам

Monday, 11 October 1999

08.30 – 09.00 Meeting in the Hotel and Transfer to the Überseezentrum

09.00 – 11.00 The Role of Customs

- Customs documentation
- Customs control

The Freeport of Hamburg

- Role and functions
- Administrative set-up and legal basis

Mr. Shilling

Hamburg State Ministry of Finance
Customs Institute for Education and Testing

11.15 – 12.45 Marketing and Canvassing of Cargo in the Transport Sector

Mr. van Beuningen

Port of Hamburg Marketing and Public Relations Association

13.00 – 14.00 Lunch in a port canteen

14.00 – 16.00 Visits / Lectures according to the wishes of the participants

Понедельник, 11 октября 1999

08.30 – 09.00 Встреча в гостинице и переезд на аэропорт

09.00 - 11.00 Роль таможи

- Таможенная документация
- Таможенный контроль

Свободный порт Гамбург

- Роль и функции
- Административная структура и законодательная база

-

г-н Шиллинг

Министерство Финансов государства Гамбург
Таможенный Институт по Обучению и Проверки

11.15 – 12.45 Маркетинг и привлечении клиентов в области транспорта

г-н фан Бойнинген

Port of Hamburg Marketing and Public Relations Association

13.00 – 14.00 Обед в столовой порта

14.00 – 16.00 Согласно пожеланиям участников семинара

Tuesday, 12 October 1999

07.30 Meeting in the Hotel and Transfer to Paris

Hotel in Paris

Hotel Ibis

177, rue de Tolbiac
75013 Paris
France

Tel: +33 - 1 - 45 80 16 60

Fax: +33 - 1 - 45 80 95 80

Вторник, 12 октября 1999

07.30 Встреча в гостинице и переезд в Париж

Гостиница в Париже

Hotel Ibis

177, rue de Tolbiac
75013 Paris
Франция

тел: +33 - 1 - 45 80 16 60

факс: +33 - 1 - 45 80 95 80

Wednesday, 13 October 1999

09.30 **Multimodal Operations**
Meeting with the Company NOVATRANS

NOVATRANS

**The French Railway System and the co-operation of the
Railways with other parties in the transport sector**

SNCF

Среда, 13 октября 1999

09.30 **Мульти-модальные операции**
Встреча с компании НОВАТРАНС

НОВАТРАНС

**Система французской железной дороги и кооперация
ж/д с другими партиями в транспортном секторе**

SNCF Французская Железная Дорога

Thursday, 14 October 1999

09.30 Meeting with Customs

French Customs

16.20 Departure of the Delegation from Armenia

Paris Charles de Gaulle with Armenian Airways R3 0102

Четверг, 14 октября 1999

09.30 Встреча с таможей

Французская таможня

16.20 Вылет делегации из Армении

Paris Charles de Gaulle рейсом R3 0102

Friday, 15 October 1999

10.50 Departure of the Delegation from Azerbaijan

Paris Charles de Gaulle with Lufthansa LH 4117

16.05 Departure of the Delegation from Georgia

Paris Orly with Turkish Airlines TK 1828

Пятница, 15 октября 1999

10.50 Вылет делегации из Азербайджана

Paris Charles de Gaulle с рейсом Lufthansa LH 4117

16.05 Вылет делегации из Грузии

Paris Orly с рейсом Turkish Airlines TK 1828

Participants Armenia



Artur Gevorkian – *Armenian Railways, Engineer of Transportation Department*



Oganess Ambartsumian – *Head of Karmin Blur Terminal*



Konstantin Aivazian – *Customs Armenia*

Participants Azerbaijan



Ali Narimanov – Port of Baku,
Head of Container Terminal



Shahin Bagirov – Customs Commit-
tee of Azerbaijan, Head of Customs
Control Division



Vahid Mamedov – Azerbaijan
State Railway, Senior Expert for
Coordinating External Relations
of ARW



Teymur Mamedov – Azerbaijan
State Railway, 1st Deputy Head
of Cargo Transportation Division



Rauf Gassanov – Interpreter

Participants Georgia



Akaki Akhvlediani – *State Customs Department of Georgia, Tbilisi Regional Customs, 1st Deputy*



Paata Tsagareishvili – *Ministry of Transport of Georgia, Dep. Head of Division of Economic Policy and Reform*



Zviad Chkhartishvili – *Port of Poti, Marketing Department*



Tengiz Tatishvili – *Head of Department of External Relationships Georgian Railways*

Report

on

The Study Tour on Intermodal Transport

for Participants from Marketing and Operations Departments of Custom,
Railways and Ports and Inland Container Terminals from Central Asia

Seminar Report

Title:	Study Tour on Intermodal Transport for Participants from Central Asia
Date:	23 October – 5 November 1999
Venue:	Germany (Hamburg, Lübeck, Bremen) and France (Paris)
Participants:	<p>Nurzhan A. Bektaev, Kazakhstan First Deputy, Center for Freight Services, Shimkent Subsidiary</p> <p>Talgat Abylgazin, Kazakhstan Director of Aktau Sea Trade Port</p> <p>Erkin Iskakov, Kyrgistan General Director, Customs Terminal Complex</p> <p>M. N. Badalov, Kyrgistan Director, Alamedin Terminal</p> <p>Nikolai Urevitch, Kyrgistan Director, Freight Department, Railways</p> <p>Vladimir Bakhholdin, Uzbekistan First Deputy of the Head of Railways Uzbekistan Temir Yullary</p> <p>Khabibulo Mirzoulukov, Uzbekistan Chief of the Customs Procedures Organisation Department, State Customs Committee</p> <p>Muminjon Aripdjanov, Uzbekistan Director, Bukhara Cotton Center</p> <p>Dilmurod Mirmakhmudov, Uzbekistan Head of Department of "Shosh-Trans"</p> <p>Adelia Davidova, Uzbekistan Interpreter</p>
Subjects:	<p>Lectures on the organisation of intermodal transport in West Europe and visits to intermodal operators and freight forwarders as well as to transport related institutions</p> <ul style="list-style-type: none"> • Organisation of intermodal transport • Marketing and attraction of cargo in the transport sector • The different modes of transport and their co-operation • Transport infrastructure: planning and financing • The role and function of customs • International freight forwarding • Exchange of data, information and documentation

Comments:

The study tour was conducted in order to acquaint the participants with the organisation and operation of intermodal transports in Western Europe. The purpose of the seminar was to increase the understanding of the participants of intermodal transport and thus facilitate the work of intermodal operators in their home countries. The programme gave an overview about intermodal transport in Western Europe. Through discussions with practical experts of different companies and authorities the participants gained insight into current practices and developments in this area.

The seminar evaluation showed, that the participants highly appreciated the opportunity to familiarise themselves personally with the system in Western Europe. They especially considered it very valuable to have the possibility to discuss problems and questions with managers in charge in the different facilities and see the working procedures with their own eyes.

Participants

As for the first course, for the second training course participants from different states – Kazakhstan, Kyrgistan, Uzbekistan – from different institutions were invited. The participants were employees concerned with intermodal transports from Customs, Railways, Ports and Inland Container Terminals. Due to the selection of participants from different institutions and different positions it was ensured that the participants in addition to the lectures and visits in the seminar could discuss problems related to the execution of intermodal transports among each other. They thus learnt to understand the different points of view and needs of information of their different partners in the transport sector. The project also invited participants from Turkmenistan, but unfortunately no representative from Turkmenistan participated in the course.

Also, it was important that participants from different states participated in the study tour. The importance of international co-operation in order to ensure smooth transportation of goods was emphasised. In their daily work most of the participants do not have the possibility to contact each other easily due to poor communication facilities and partly due to political reasons.

Seminar contents / evaluation

In the beginning of the seminar the participants had been asked to explain which expectations they had concerning the seminar. The topics mentioned and the discussion with the participants showed that the participants' expectations and wishes were met by the programme.

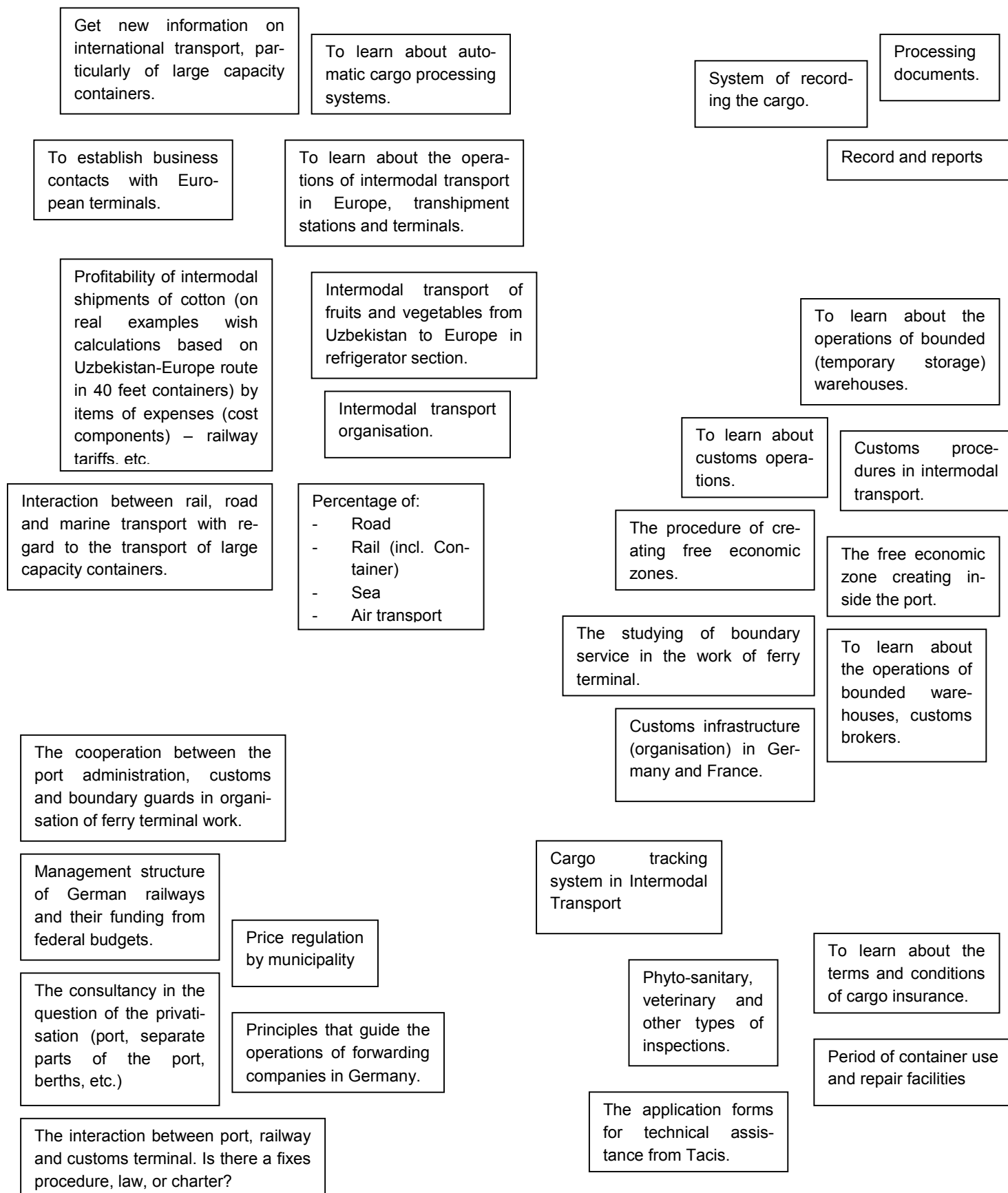
In the end of the seminar a general evaluation of the seminar as a whole was made by the participants.

This evaluation shows that the participants were in general satisfied with the contents and the organisation of the seminar. The evaluation also shows that the participants have a fairly different level of knowledge and different mentalities. In general, the participants appreciated the lectures, but there is one participant who has a very critical attitude. He frequently states that he did not receive any new knowledge.

The evaluation shows that many participants still have a very strong belief in automation and technical facilities and do not consider that management and organisation also play an important role.

Results of the evaluation of the individual topics please see on the following pages.

Which expectations do you have concerning the study tour?



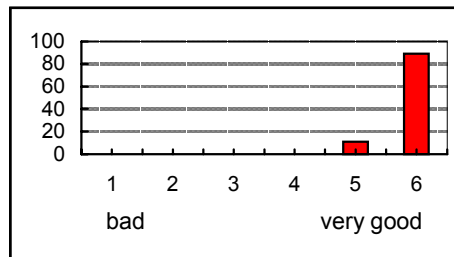
Evaluation General

23. October - 05. November 1999

Participants: 10

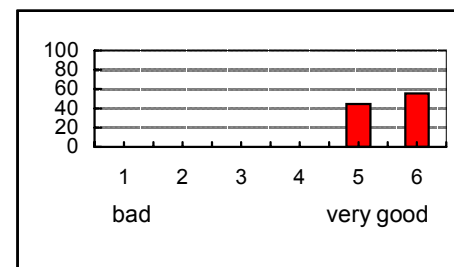
Were the contents of the course interesting?

Answers: 9



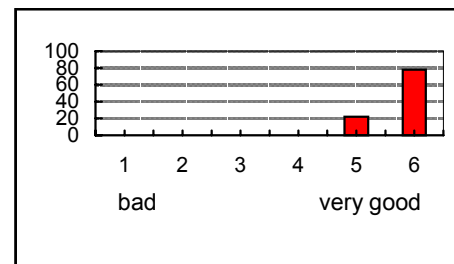
How do you rate the training in total?

Answers: 9



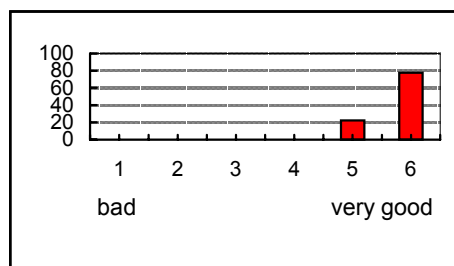
How do you rate the organisation of the course?

Answers: 9



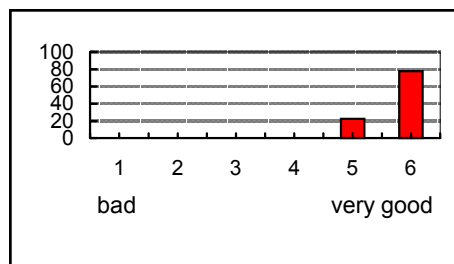
How did you like care-taking during the training?

Answers: 9



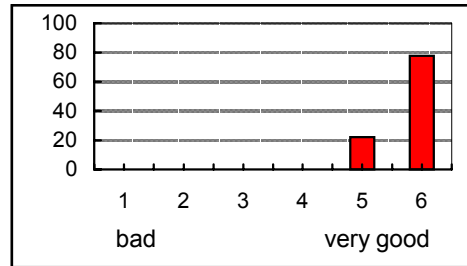
How do you rate the seminar room + facilities?

Answers: 9



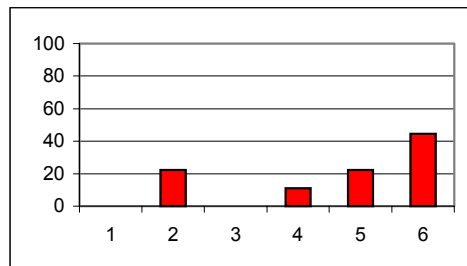
How did you rate the hotel in
Hamburg?

Answers:



How did you rate the hotel in
Paris?

Answers:

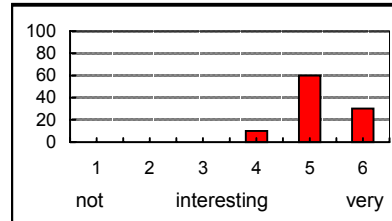


Evaluation
Intermodal Transport
25. October 1999

Participants: 10

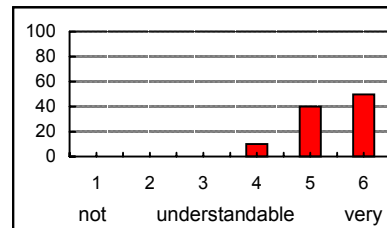
Was the contents of the course interesting?

Answers: 10



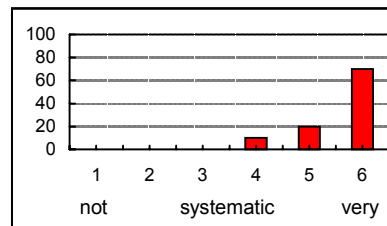
Was the subject presented in an understandable way?

Answers: 10



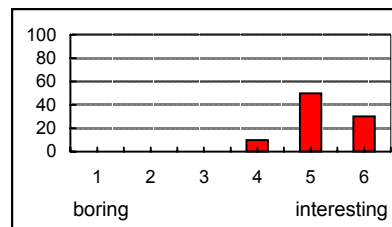
Was the lecture systematic?

Answers: 10



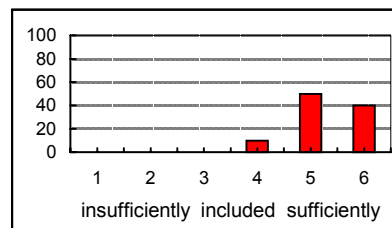
How did you like the style of presentation?

Answers: 9



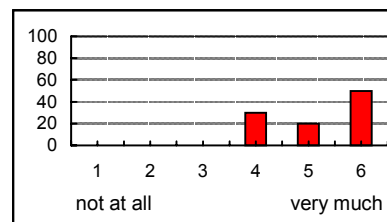
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 10

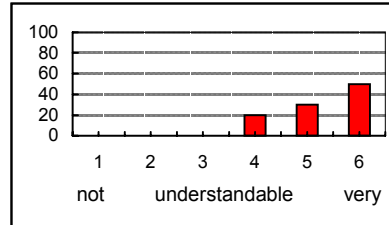


Evaluation
Harbour Cruise
25. October 1999

Participants: 10

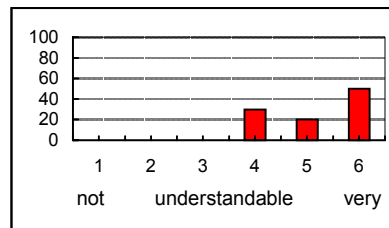
Was the contents of the course interesting?

Answers: 10



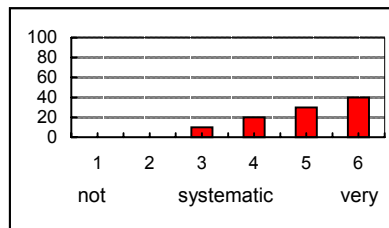
Was the subject presented in an understandable way?

Answers: 10



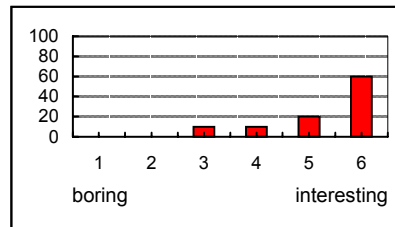
Was the lecture systematic?

Answers: 10



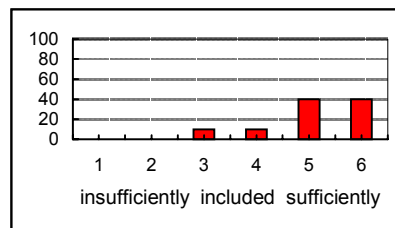
How did you like the style of presentation?

Answers: 10



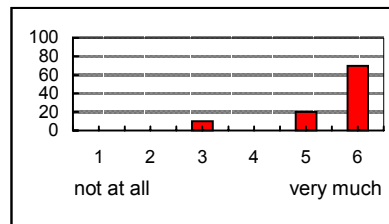
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 10

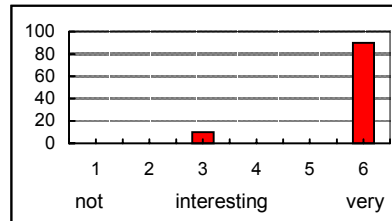


Evaluation
Port + Container terminal 1
25. October 1999

Participants: 10

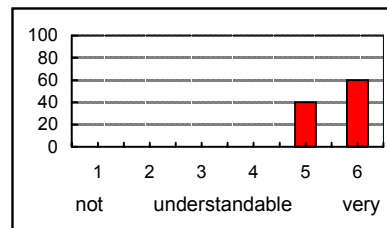
Was the contents of the course interesting?

Answers: 10



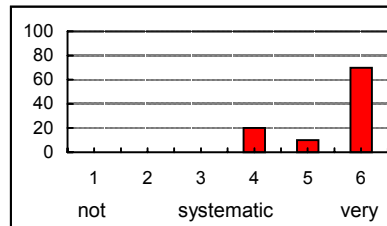
Was the subject presented in an understandable way?

Answers: 10



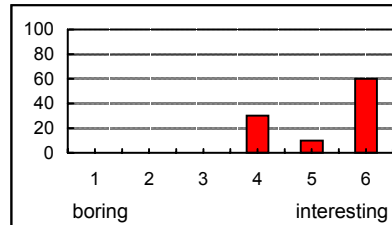
Was the lecture systematic?

Answers: 10



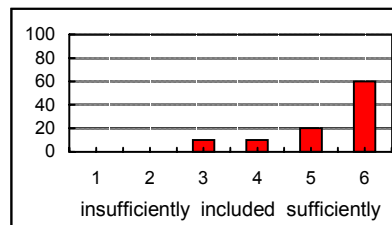
How did you like the style of presentation?

Answers: 10



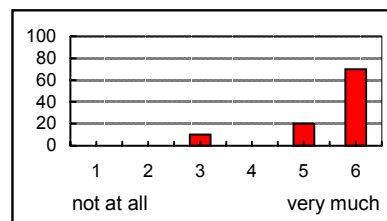
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 10

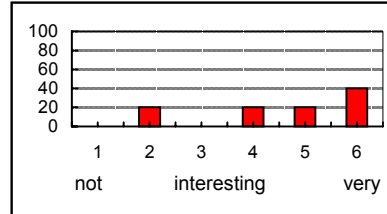


Evaluation
Data communication system
26. October 1999

Participants: 10

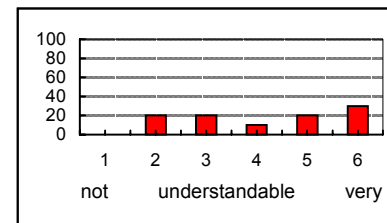
Was the contents of the course interesting?

Answers: 10



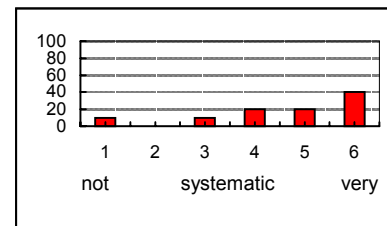
Was the subject presented in an understandable way?

Answers: 10



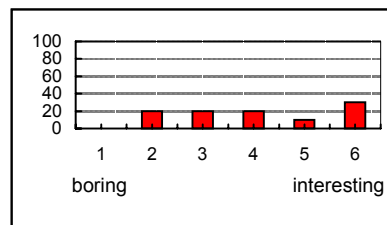
Was the lecture systematic?

Answers: 10



How did you like the style of presentation?

Answers: 10



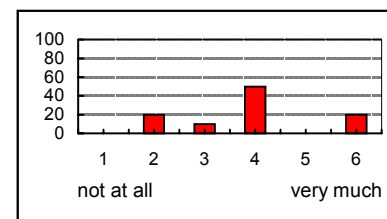
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 10

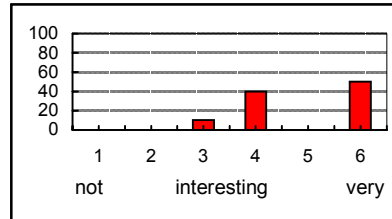


Evaluation
Marketing and attraction of cargo
26. October 1999

Participants: 10

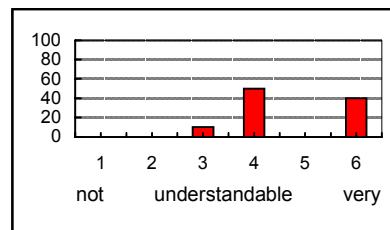
Was the contents of the course interesting?

Answers: 10



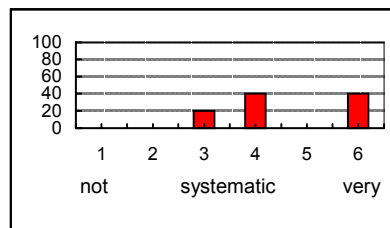
Was the subject presented in an understandable way?

Answers: 10



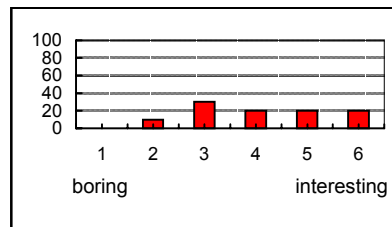
Was the lecture systematic?

Answers: 10



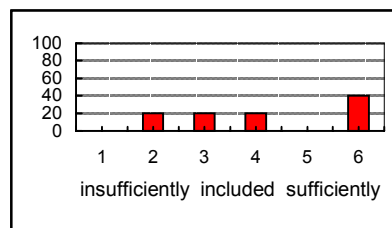
How did you like the style of presentation?

Answers: 10



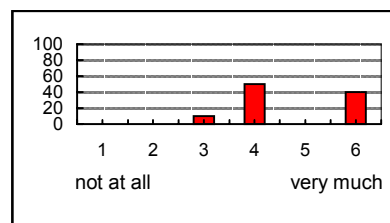
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 10

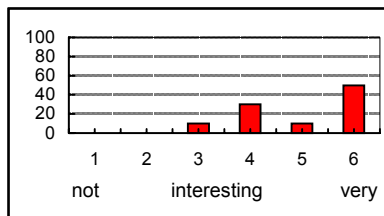


Evaluation
HPC
26. October 1999

Participants: 10

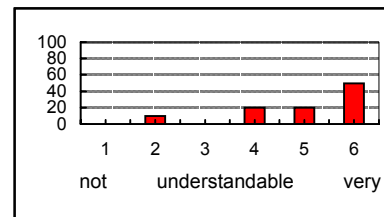
Was the contents of the course interesting?

Answers: 10



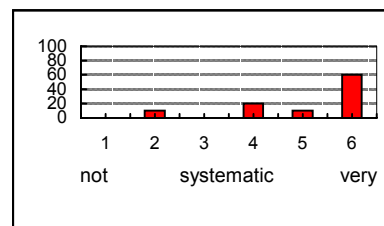
Was the subject presented in an understandable way?

Answers: 10



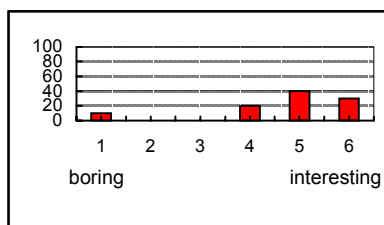
Was the lecture systematic?

Answers: 10



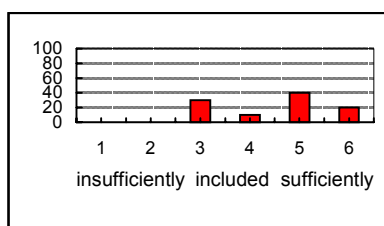
How did you like the style of presentation?

Answers: 10



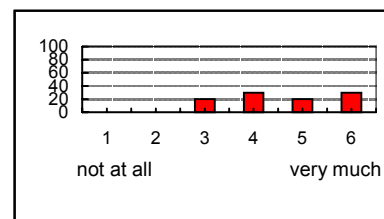
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 10

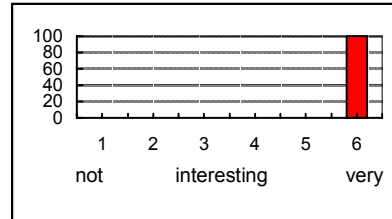


Evaluation
Organisation of Ferry Traffic
27. October 1999

Participants: 10

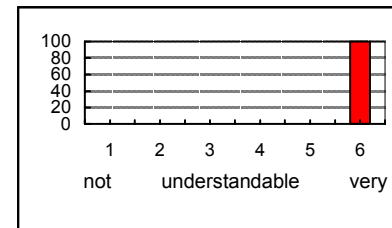
Was the contents of the course interesting?

Answers: 10



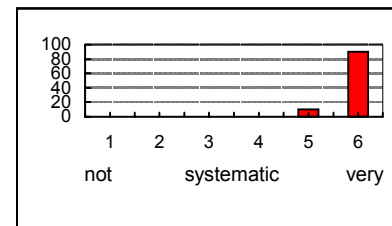
Was the subject presented in an understandable way?

Answers: 10



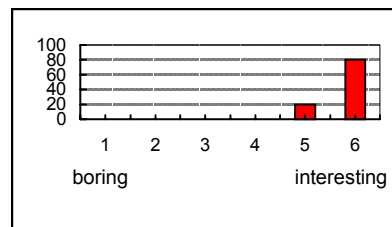
Was the lecture systematic?

Answers: 10



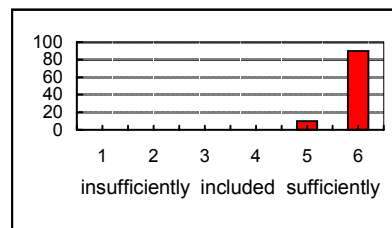
How did you like the style of presentation?

Answers: 10



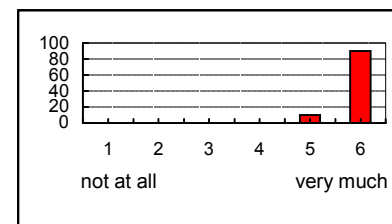
How did the lecturer include the participants?

Answers: 10



Did you gain any new knowledge?

Answers: 10

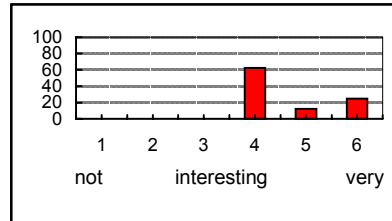


Evaluation
Customs
28. October 1999

Participants: 10

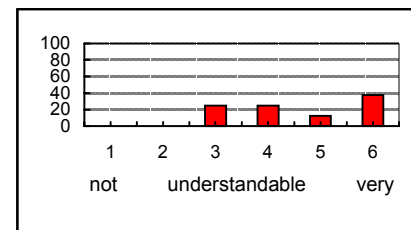
Was the contents of the course interesting?

Answers: 8



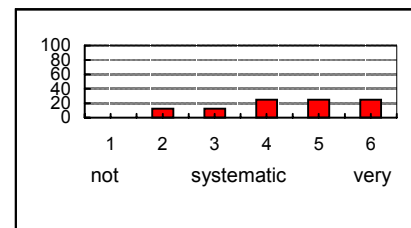
Was the subject presented in an understandable way?

Answers: 8



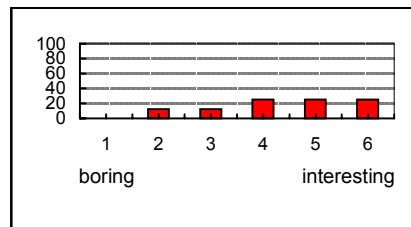
Was the lecture systematic?

Answers: 8



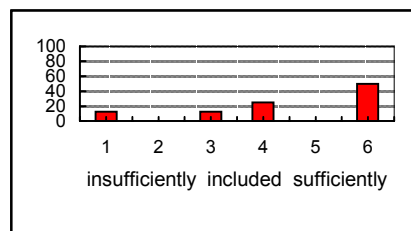
How did you like the style of presentation?

Answers: 8



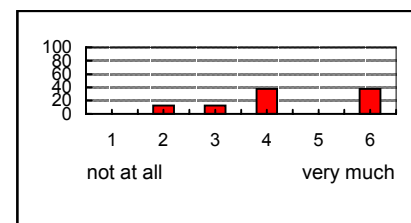
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8

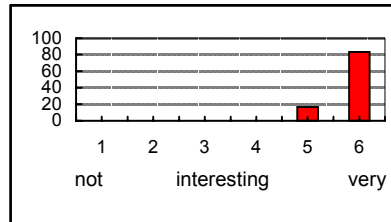


Evaluation
Port as an intermodal transport hub 2
28 October 1999

Participants: 10

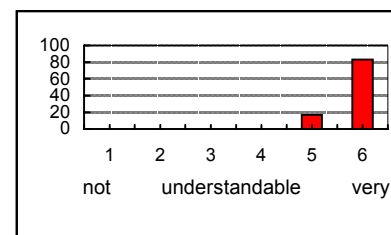
Was the contents of the course interesting?

Answers: 6



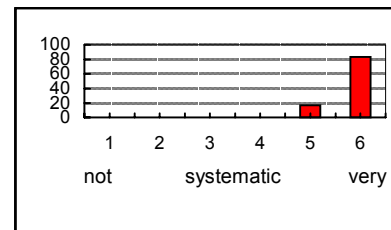
Was the subject presented in an understandable way?

Answers: 6



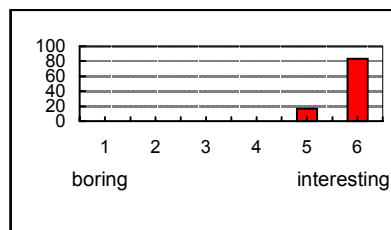
Was the lecture systematic?

Answers: 6



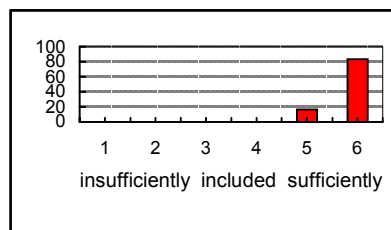
How did you like the style of presentation?

Answers: 6



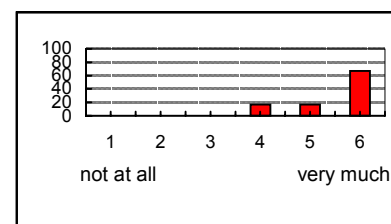
How did the lecturer include the participants?

Answers: 6



Did you gain any new knowledge?

Answers: 6

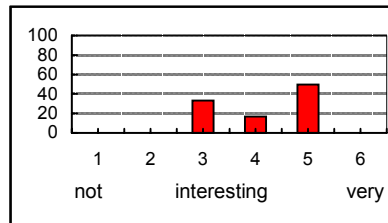


Evaluation
Multipurpose terminal
28 October 1999

Participants: 10

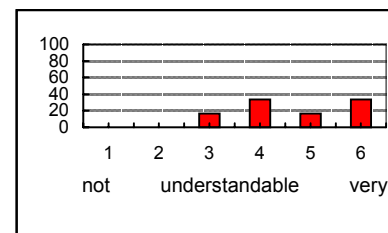
Was the contents of the course interesting?

Answers: 6



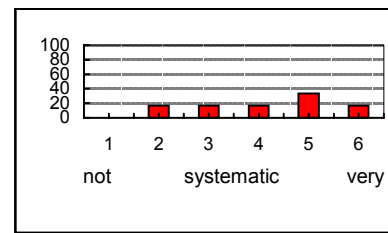
Was the subject presented in an understandable way?

Answers: 6



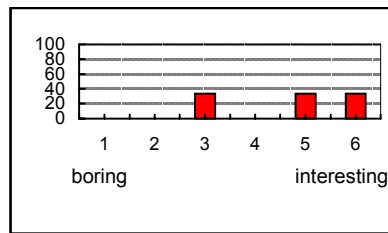
Was the lecture systematic?

Answers: 6



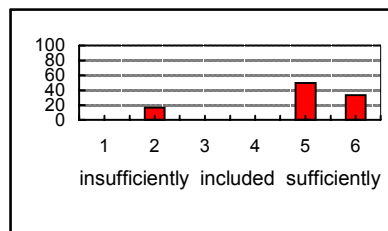
How did you like the style of presentation?

Answers: 6



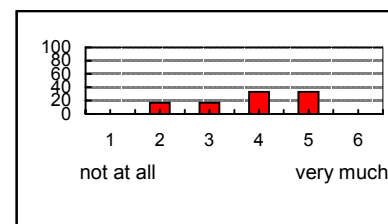
How did the lecturer include the participants?

Answers: 6



Did you gain any new knowledge?

Answers: 6

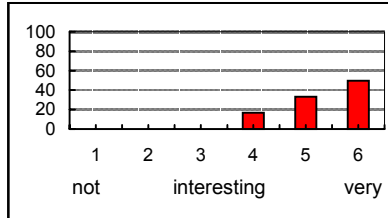


Evaluation
Cotton and Coffee
29 October 1999

Participants: 10

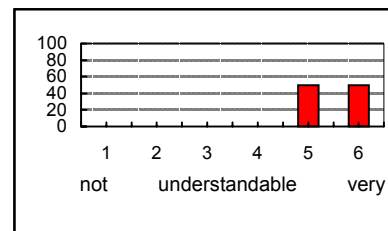
Was the contents of the course interesting?

Answers: 6



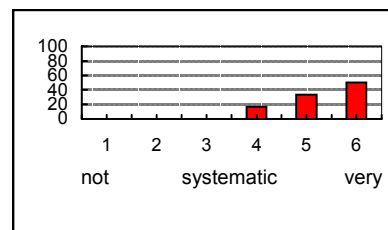
Was the subject presented in an understandable way?

Answers: 6



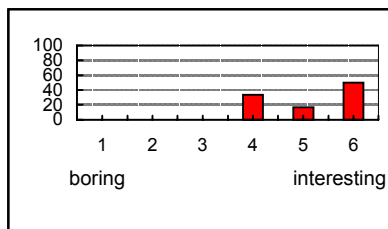
Was the lecture systematic?

Answers: 6



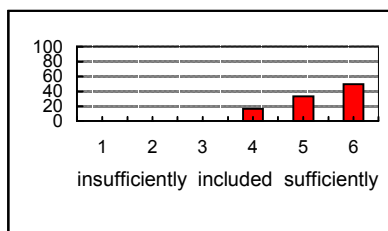
How did you like the style of presentation?

Answers: 6



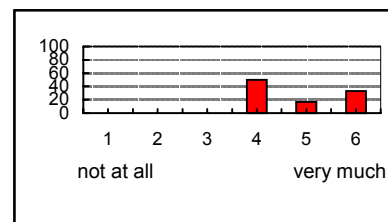
How did the lecturer include the participants?

Answers: 6



Did you gain any new knowledge?

Answers: 6

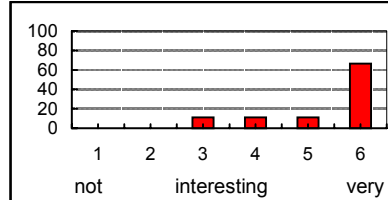


Evaluation
Planning and Financing of transport Infrastructure
01 November 1999

Participants: 10

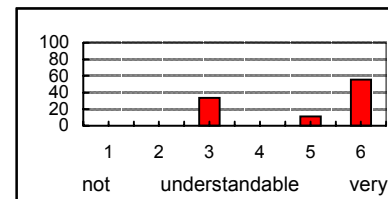
Was the contents of the course interesting?

Answers: 9



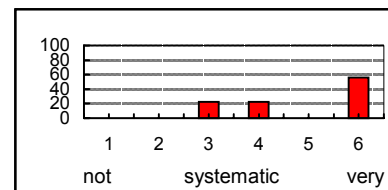
Was the subject presented in an understandable way?

Answers: 9



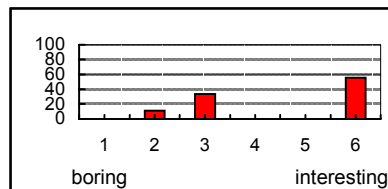
Was the lecture systematic?

Answers: 9



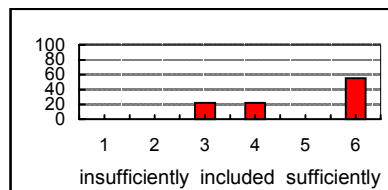
How did you like the style of presentation?

Answers: 9



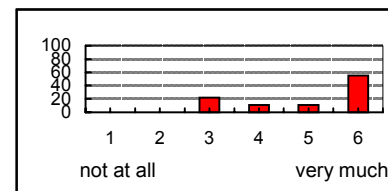
How did the lecturer include the participants?

Answers: 9



Did you gain any new knowledge?

Answers: 9

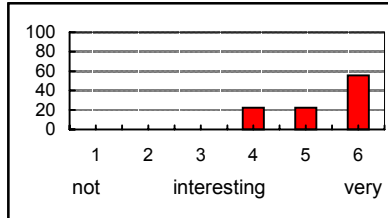


Evaluation
Transport Logistics
01 November 1999

Participants: 10

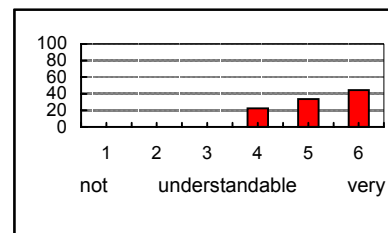
Was the contents of the course interesting?

Answers: 9



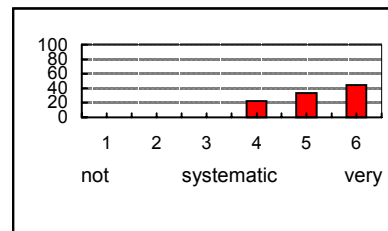
Was the subject presented in an understandable way?

Answers: 9



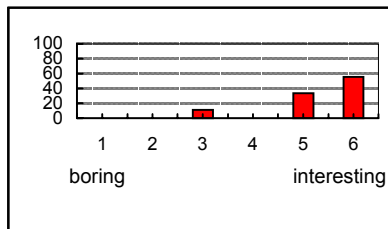
Was the lecture systematic?

Answers: 9



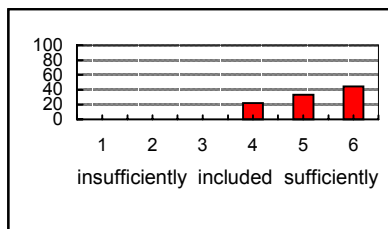
How did you like the style of presentation?

Answers: 9



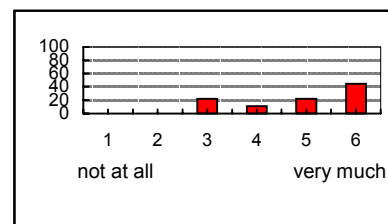
How did the lecturer include the participants?

Answers: 9



Did you gain any new knowledge?

Answers: 9

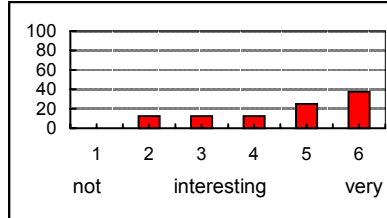


Evaluation
Freight Forwarding Company NOVATRANS
03. November 1999

Participants: 10

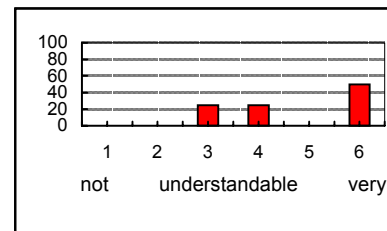
Was the contents of the course interesting?

Answers: 8



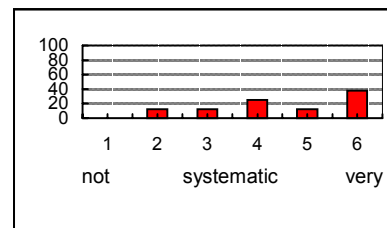
Was the subject presented in an understandable way?

Answers: 8



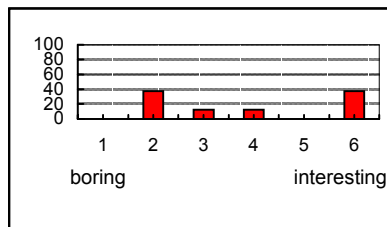
Was the lecture systematic?

Answers: 8



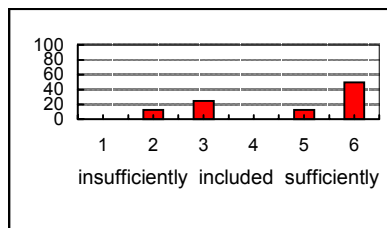
How did you like the style of presentation?

Answers: 8



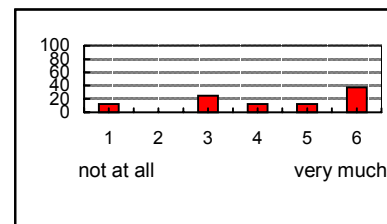
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8

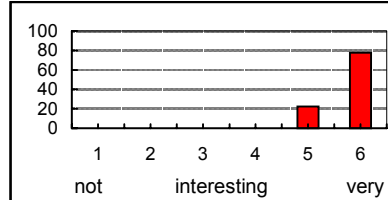


Evaluation
French Customs
04. November 1999

Participants: 12

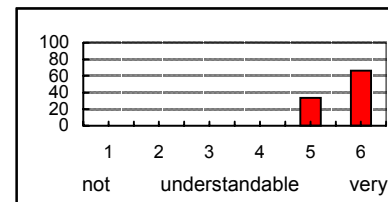
Was the contents of the course interesting?

Answers: 9



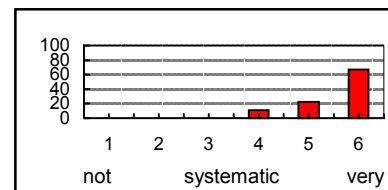
Was the subject presented in an understandable way?

Answers: 9



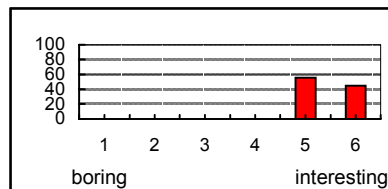
Was the lecture systematic?

Answers: 9



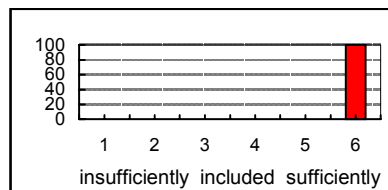
How did you like the style of presentation?

Answers: 9



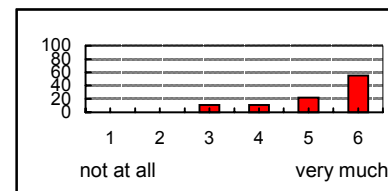
How did the lecturer include the participants?

Answers: 9



Did you gain any new knowledge?

Answers: 9



Comments of the participants

In general, the participants appreciated the professionalism of the lecturers and their readiness to discuss any question, even if not directly related to their topic. They stated, that they received a lot of interesting and new information on the different topics.

General Comments to the course

What did you especially like?

- Food!
- The work with containers in the ports of Germany
- The visits to the port of Hamburg, the company HHLA, the people of HPTI; Lübeck, the streets in Germany
- The port of Hamburg and the city of Hamburg
- Everything was very good
- The training – this is progress in the future work
- HHLA – management
- The visit to the port terminals Burchardkai, Skandinavienkai (Lübeck)
- I supplemented my knowledge

What did you not like at all?

- Nothing
- Too little time was given to the training of the work of the transport in France
- It would have been better to drive to France from Hamburg on another transport means
- The transfer by car from Hamburg to Paris and the short stay in Paris
- Everything was very good. In my opinion this question should not be considered
- In Hamburg – The department of building, in Paris – Novatrans
- The organisation of the lecture on DAKOSY, the organisation and structure of transport, the complicated lecture on customs
- I liked everything, beginning from the reception, the conduction of the lectures and also the human attitude towards us

Intermodal transport / Polzug

Benefit for the participants:

- Study of the system of intermodal transports, the documents can be used at the Bukhara terminal
- The efficiency of the transports and the selection of transport routes
- To try to implement the experience of the company Polzug in my own work
- Apply some methods in my own work
- Informative
- Apply the knowledge in my work
- Broaden the view
- Considerable

What did you especially like?

- The order of the organisation of work in the company Polzug
- The interrelationship of the company with the railways, ports and motor transport
- Intelligibility
- Organisation of work in the port with containers

- To familiarise with a global topic
- Discussion
- The style of presentation
- The idea to found a company Polzug

Proposals to improve the course:

- It is necessary to organise a practical work period (3 months) in the company Polzug
- Increase the training period in order to make a more detailed training
- More details on the information of terminals
- When organising the training invite representatives from neighbouring countries
- Meet more frequently
- None
- All participants should have the possibility to express their opinion during the discussion
- More practical examples from calculation tariffs

Harbour cruise

Benefit for the participants:

- The excursion was for information, because Uzbekistan does not have ports the knowledge cannot be used in the work
- Study of the system of intermodal transports
- Knowledge about the work of a port
- During work organisation try to use the technique of similar average capacity
- Informative
- Broaden the view
- If you know the history of an environment you can understand everything
- Broaden the view
- The organisation of practical work

What did you especially like?

- The container terminals
- Port operations concerning handling of cargo
- The technical equipment of the port
- The port construction and its capacity
- The beauty of the city and the port
- The comprehensiveness of the information
- The history of the development of the port

Proposals for improvement of the port:

- It is necessary to familiarise the participants closer with the activities of the port
- It would be better to organise more frequently an exchange of experience
- A visit to ships
- Videos of the companies (work)
- Meet more frequently
- None
- More concrete figures – the quantity of quay walls, quantity and list of handled cargo. Parameters of technical facilities, vessels etc.
- Visit of sea-going and river vessels

The seaport as a transport hub

Benefit for the participants:

- Because Uzbekistan does not have own ports, the knowledge cannot be applied practically
- The excursion was important, but unfortunately we do not have ports any more
- For the successful organisation of a port a complex automation and technical equipment is necessary
- Apply the method in my daily work
- Use at home on the terminal
- Broaden the view
- Practical

What did you especially like?

- Loading and discharging techniques of the port
- The work of the technical equipment of the port
- Container cranes, cargo handling
- I liked everything
- The system
- Simplicity
- Work procedures, storage of containers

Proposals for improvement of the course:

- If possible, it is necessary to organise the visit of container vessels and the familiarisation with documentation
- It is necessary to familiarise more closely with the port
- Visit on board of a vessel and have a look at the central point
- To meet more frequently
- -
- To meet more frequently
- None
- More detailed material on the technical parameters of the terminal
- Examination of the operations process, of the railway connection

Computerised data exchange

Benefit for the participants:

- The system of pursuit and stock-taking of containers must be implemented on the Traceca corridor
- The system of stock-taking and pursuit of cargo must be implemented in Traceca
- We will implement the automatised system at home
- Study this method in my own team
- Studying
- +
- Broaden the view
- None
- Practical

What did you especially like?

- Minimalisation of the exchange of documents
- Fast and efficient work
- Everything

- The strict control in transport (export / import)
- The presentation, good slides
- Nothing
- The idea to found the company

Proposals for improvement of the course:

- It is necessary to visit the computer centre
- None
- To meet more frequently
- None
- Schematic material must, if possible be in Russian, it would be better if it was not so monotone
- No

Marketing and attraction of cargo

Benefit for the participants:

- I received information on the port of Hamburg and the relation of the port with other points
- Information on the port of Hamburg and Rotterdam and their possibilities
- Knowledge about methods of transport, the facilities of the different ports (Rotterdam, Bremen and others)
- The method itself how to attract cargo, apply in my own work
- + General educational
- Everything is new for me, I will make everything to apply at the work
- Little benefit

What did you especially like?

- Statistical data
- The big amount of figures, of statistical material
- The work of marketing
- Analysis
- Nothing

Proposals for improvement of the course:

- It is necessary to organise a visit to shipping companies of the port
- It is necessary to organise a visit to shipping companies
- To mee more frequently
- To mee more frequently
- To make it more lifely, to verify the correctness of the diagrammes and tables
- To introduce new methods of marketing. In the lecture tautologies were frequently employed – the repetition of already known principles – the costs of the means of transport, the distance between points of destination and so on.
- None

Transport planning / presentation of the company HPC

Benefit for the participants:

- The company HPC could be attracted as a consultant for the elaboration of transport projects
- The company HPC could be attracted for the work of the terminals
- The thorough analysis

What did you especially like?

- The openness and honesty of the representatives of the company during the meeting
- -
- The clearness
- The honesty
- Enthusiasm and knowledgeability of Mr. Behrens

Proposals for improvements of the course:

- Closer introduction to real – executed projects of the company
- More realistic approach to the study of ports in other countries
- To invite representatives of all countries of our region in order to solve questions regarding the opening of new corridors for the transport of goods
- To learn about cargo studies
- Meet more frequently
- None

The organisation of ferry transport

Benefit for the participants:

- Practical
- It was an excellent example of intermodal transports with ferry vessels
- I learnt more about new technologies
- Practical
- I gained additional information
- I have again seen that everything is done for the making of profit
- Information about the work of ferry transport
- Studying of ferry transport of Lübeck and the organisation of work of the port can be used for the transport between Akau and Baku
- To use the port of Lübeck as a recommendation for freight forwarders in Kyrgystan
- To use the port in my own work

What did you especially like?

- The material was very well presented
- Excellent organisation of the lecture and a very energetic manager
- Organisation of operation and work / the knowledge of the lecturer
- The good organisation of cargo handling work
- The conduction of the lecture itself
- The port itself
- The organisation technologies concerning the work processes
- The absolute order in the port and the vessels
- The readiness to answer all questions
- The capacity of the terminal

Proposals for improvements of the course:

- None
- To organise more frequently meetings like this
- We have to come more often and familiarise in detail with the port
- If there is a possibility, more time must be given to the studying of the activities of shipping companies
- The visit of vessels, invitation of customs officers

Customs

Benefit for the participants:

- I gained information
- Studying of methods of work of customs in the EC
- Improve the method and style of the work in my own company
- None
- Considerable

What did you especially like?

- The system of free zones in Germany
- The execution of customs control
- That the lecture was held as a conversation
- The presence of a real customs officer
- The organisation

Proposals for improvement of the course:

- It is necessary to study more deeply the activities of the customs
- None
- Combine the lecture with the practise
- Divide the seminar group according to their specialisation. Much of the material is specific – only for customs employees. For transport workers one seminar would be enough.

Port and container terminal

Benefit for the participants:

- Study and implement the technological process in cargo handling
- The knowledge gained can be used for the organisation of dry ports in the Republic of Uzbekistan
- Practical

What did you especially like?

- The technical work process
- The storage and handling techniques
- Everything
- Everything

Proposals for improvement of the course:

- None
- No proposals

Multipurpose terminal

Benefit for the participants:

- Study and implement the method of container and conventional cargo
- The knowledge gained will be applied in the practical work

What did you especially like?

- The work of cargo handling equipment
- Storage

Proposals for improvement of the course:

- None
- No proposals

Cotton and coffee

Benefit for the participants:

- Technological process in storage and handling of cargo
- The port of Bremen can be used as a concession warehouse for Uzbek cotton
- Practical

What did you especially like?

- Technical equipment of the warehouse
- Automisation of the work of the company „Vollers“
- Organisation of the business and management style

Proposals for improvements of the course:

- Implement the method in our region for storage of cargo

Planning and financing of transport infrastructure

Benefit for the participants:

- Gaining of new knowledge
- Big
- Informative
- The system of privatisation of enterprises
- Apply the method of work in the sector of transport infrastructure
- The way to decrease the part of the state in the transport sector in Germany can be used in the Republic of Uzbekistan
- Supplement my knowledge about this topic

What did you especially like?

- Comprehensiveness
- Everything
- Style of the lecture
- The interrelationship of the sector of transport секторов транспорта
- Practical examples in the lecture

Proposals for improvement of the course:

- Exchange the lecturer
- None
- Meet more frequently
- Increase the time of the training
- To execute events like this more frequently

LogisticsBenefit for the participants:

- New knowledge
- New topic, I liked all the kinds of logistics for the work very much
- Informative
- Creation of logistic services
- Study and implementation of work methods in our region
- The knowledge gained will be used for the organisation of terminals in the Republic of Uzbekistan
- Supplement of my knowledge

What did you especially like?

- Comprehensiveness
- Everything
- The material was well presented
- The graphic studies
- Style of the lecture
- Services which are offered by logistic companies

Proposals for improvements of the course:

- None
- Meet more frequently
- Information about interests of European companies to have business in Central Asia
- None
- No proposals
- Improve the hand-out material

Freight forwarding activities (Company NOVATRANS)Benefit for the participants:

- Practical
- Big
- New knowledge gained about transport processes
- Studying of the experience of the company Novatrans will help to organise the work on the Bukhara terminal
- Implement technological work process in Central Asia
- I supplemented my knowledge

What did you especially like?

- Everything
- The good atmosphere, friendliness
- Handling technology

- Information on multi-functional containers
- The order of the work
- Theory was combined with practise

Proposals for improvements of the course:

- Meet more frequently
- None
- The period of the stay in Paris must be prolonged
- More time for the training
- Meet more often in order to solve the problems of all parties
- After the visit of similar terminals in Germany the visit of another one makes no sense

French customs

Benefit for the participants:

- Very big, I will use it in my work
- I gain more knowledge in the field of transport technology
- Study of the functioning of French railways will help in decreasing the share of the state in the Uzbek railways
- I received additional information
- Study and implement the method of cargo transport on the territory of the EU to the remotest region
- Good

What did you especially like?

- Competence
- How this topic was explained
- Friendly reception
- Paris
- Good will
- In the lecture theory was combined with practice
- Work method

Proposals for improvement of the course:

- Exclude general moments from the lecturer on customs because there are enough of them in the work between the countries of the European Union
- Meet more frequently
- None
- The period of the stay in Paris has to be prolonged
- The visit of customs points and customs brokers
- Meet more often for the discussion of mutual problems and their solution
- None

Programme Study Tour 2

Study Tour

on the Organisation of
Intermodal Transports

for Participants from

Central Asia
(Kazakhstan, Kyrgistan and Uzbekistan)

23 October – 5 November 1999
Hamburg

Учебная Поездка

по теме
«Организация интермодальных транспортов»

для участников из

Центральной Азии
(Казахстан, Кыргызстан, Узбекистан)

23 октября – 5 ноября 1999
Гамбург

Participants

Kazakhstan

Mr Nurzhan A. Bektaev	First Deputy, Center for Freight Services, Shimkent Subsidiary
(Mr Talgat Akhanov	First Deputy General Director, Kenden-transservice)
(Mr. Muratdjan Djangozin	Head of Department for Transit and Goods Delivery Control, Kazakh Customs)
Mr Talgat Abylgazin	Director of Aktau Sea Freight Port or
Mr Bolat Zhansugurov	Head of the Marketing Dep. Port of Aktau

Kyrgistan

Mr Erkin Iskakov	General Director, Bishkek Customs Terminals
Mr Nikolai Urevitch	Director, Freight Department, Railways
Mr M.N. Badalov	Director, Alamedin Terminal

Uzbekistan

Mr Amal Kamalov	Deputy of the Head Shosh Trans, Inland Terminal Sumilovo
Mr Khabibulo Mirzoulugov	Chief of the Customs Procedures Organisation Department, State Customs Committee
Mr Muminjon Aripdjanov	Director, Bukhara Cotton Center (Uzvneshtrans)
Mr Vladimir Bakholdin	First Deputy of the Head of Railways, Uzbekistan Temir Yullary
Ms Adelia Davidova	Interpreter

The group will be accompanied by:

Helga Wagner
Birte Behrendt
HPTI Hamburg Port Training Institute GmbH

Участники

Казахстан

г-н Нуржан А. Бектаев	Первый заместитель, Центр гурзовых услуг, Чимкент
(г-н Талгат Аханов	Первый зам. Генерального Директора, Кендентранссервис)
(г-н Муратджан Джангозин	Начальник отдела транзита и контроль доставки грузов, Казахская таможня)
г-н Талгат Абылгазин	Директор Морского Грузового порта Актау <u>или</u>
г-н Болат Жансугуров	Начальник отдела маркетинга, Порт Актау

Кыргизистан

г-н Еркин Искаков	Генеральный директор, Таможенный терминал Бишкек
г-н Николай Уревич	Директор, Отдел грузов, Ж/Д
г-н М.Н. Бадалов	Директор, Аламедин Терминал

Узбекистан

г-н Амал Камалов	Зам. Начальника Шоостранс, Внутренний терминал Шумилов
г-н Хабибуло Мирзулугов	Начальник организации таможенных процедур, Государственный таможенный комитет
г-н Муминион Арипджанов	Начальник, Бухара Хлопковый (Узвнештранс)
г-н Владимир Бахолдин	Первый заместитель Железной Дороги, Узбекистан Темир Юллари
г-жа Аделия Давидова	Переводчица

Группу сопровождают:

г-жа Хельга Вагнер
г-жа Бирте Берендт
HPTI Hamburg Port Training Institute GmbH

Friday, 22 October 1999

09.30 **Arrival of the Delegations** from Kazakhstan and Uzbekistan with LH 010 (via Frankfurt)

The participants will be welcomed by

Helga Wagner

Evgenij Seibel

HPTI Hamburg Port Training Institute GmbH

Office:

HPTI Hamburg Port Training Institute GmbH

Übersee-Zentrum, Schumacherwerder

20457 Hamburg

Germany

Tel: +49 - 40 - 788 78 - 0 Fax: +49 - 40 - 788 78 - 178

e-mail: HPTI@Compuserve.com

Hotel in Hamburg

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Germany

Tel: +49 - 40 - 78 84 00

Fax: +49 - 40 - 78 74 10 00

Пятница, 22 октября 1999

09.30 **Прибытие делегации** из Казахстана и из Узбекистана

Участников встречает

Хельга Вагнер

Евгений Зайбель

HPTI Hamburg Port Training Institute GmbH

Офис:

HPTI Hamburg Port Training Institute GmbH

Übersee-Zentrum, Schumacherwerder

20457 Hamburg

Германия

Тел: +49 - 40 - 788 78 - 0 Факс: +49 - 40 - 788 78 - 178

электронная почта: HPTI@Compuserve.com

Гостиница в Гамбурге

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Германия

Тел: +49 - 40 - 78 84 00

Факс: +49 - 40 - 78 74 10 00

Saturday, 23 October 1999

15.05 **Arrival of the Delegation** from Kyrgistan in Berlin with TK
1661 (via Istanbul)

The participants will be welcomed by

Evgenij Seibel

HPTI Hamburg Port Training Institute GmbH

Office:

HPTI Hamburg Port Training Institute GmbH

Übersee-Zentrum, Schumacherwerder

20457 Hamburg

Germany

Tel: +49 - 40 - 788 78 - 0 Fax: +49 - 40 - 788 78 - 178

e-mail: HPTI@Compuserve.com

Hotel in Hamburg

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Germany

Tel: +49 - 40 - 78 84 00 Fax: +49 - 40 - 78 74 10 00

19.00 – 21.00 **Welcome Dinner at Restaurant Fischerhaus**

Polzug – Axis – HPTI Consortium

Суббота, 23 октября 1999

15.05 **Прибытие делегации** из Бишкека в Берлин рейсом ТК
1661

Участников встречает

Евгений Зайбель

HPTI Hamburg Port Training Institute GmbH

Офис:

HPTI Hamburg Port Training Institute GmbH

Übersee-Zentrum, Schumacherwerder

20457 Hamburg

Германия

Тел: +49 - 40 - 788 78 - 0 Факс: +49 - 40 - 788 78 - 178

электронная почта: HPTI@Compuserve.com

Гостиница в Гамбурге

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Германия

Тел: +49 - 40 - 78 84 0 0 Факс: +49 - 40 - 78 74 10 00

19.00 – 21.00 **Приветственный ужин в ресторане Фишерхаус**

Polzug – Axis – HPTI Консорциум



Sunday, 24 October 1999

Sightseeing to the City of Hamburg

Воскресенье, 24 октября 1999

Экскурсия по городу Гамбург

Monday, 25 October 1999

08.40 – 09.00 Meeting in the Hotel and Transfer to the Übersee-Zentrum

09.00 – 10.30 Welcome of the Participants and Introduction of the Programme

Assessment of the Expectations and Needs of the Participants of the Seminar

Ms Behrendt / Ms Wagner

Seminar Leader

HPTI Hamburg Port Training Institute GmbH

10.30 – 12.00 Organisation of Intermodal Transports

- The organisation of work
- Attraction of Clients
- Presentation of the company POLZUG

Mr Schulze-Freyberg

Managing Director

POLZUG Polen-Hamburg Transport GmbH

Понедельник, 25 октября 1999

08.40 - 09.00 Встреча в гостинице и переезд в HPTI офис

09.00 – 10.30 Приветствие участников семинара и представление программы

Оценка ожиданий и потребностей участников семинара

г-жа Берендт / г-жа Вагнер

Руководитель семинаром

HPTI Hamburg Port Training Institute GmbH

10.30 - 12.00 Организация мульти-модальных перевозок

- Организация работы
- Привлечение клиентов
- Представление фирмы ПОЛЦУГ

г-н Шульце-Фрейберг

Управляющий фирмы

Polzug Polen – Hamburg Transport GmbH

Monday, 25 October 1999, continued

12.30 – 14.00 Harbour Cruise on the official state Launch “Strom- und Hafenbau”

Snack on board

Mr Seibel

Seminar Leader

HPTI Hamburg Port Training Institute GmbH

14.00 – 14.30 Transfer to the Containerterminal Burchardkai

14.30 – 16.30 The Sea Port as an Intermodal Transport Hub

- The interrelationship between sea ship, feeder ship, railways, and road
- The organisation of intermodal transports

Ms Roller

Container Department - Sales

HHLA Hamburg Port and Warehouse Corporation

Понедельник, 25 октября 1999, продолжение

12.30 – 14.00 Экскурсия по порту на официальном катере города Гамбург “Штром унд Хафенбау”

Обед на борту

г-н Зайбель

Руководитель семинаром

HPTI Hamburg Port Training Institute GmbH

14.00 - 14.30 Переезд в Бурхардкai

14.30 - 16.30 Морской порт как мультимодальный транспортный узел

- Взаимоотношение между морском судном, фидерным судном, ж/д и автодорогой
- Организация мультимодальных перевозок

г-жа Роллер

Отдел контейнеров - продажа

HHLA Hamburg Port and Warehouse Corporation

Tuesday, 26 October 1999

08.30 – 09.00 Meeting in the Hotel and Transfer to DAKOSY

09.00 – 10.30 Data Exchange and Information Flow in International Transport

- Explanation of the Data Communication System in the Port of Hamburg, linking all transport partners

Ms Woywod

Marketing

DAKOSY Datenkommunikationssystem GmbH

11.00 – 12.30 Marketing and Canvassing of Cargo in the Transport Sector

Mr van Beuningen

Head of Marketing and Public Relations Department

Port of Hamburg Marketing and Public Relations Association

12.45 – 13.30 Lunch at a Port Canteen

Вторник, 26 октября 1999

08.30 - 09.00 Встреча в гостинице и переезд в Übersee-Zentrum

09.00 – 10.30 Обмен данными и поток информации в международном транспорте

- Объяснение коммуникационной системы для обмена данными в порту Гамбург, которая связывает все партнеры в области транспорта

г-жа Войвод

Маркетинг

DAKOSY Daten-Kommunikations-System GmbH

11.00 – 12.30 Маркетинг и привлечение клиентов в области транспорта

г-н фан Бойнинген

Port of Hamburg Marketing and Public Relations Association

12.45 – 13.30 Обед в столовой в порту

Tuesday, 26 October 1999, continued

14.00 – 16.00 HPC Hamburg Port Consulting GmbH

- Intermodal Services and Consulting
- Presentation of the Company

Mr Behrens

Head of the Department Transport, Logistics, Management
HPC Hamburg Port Consulting GmbH

Вторник, 26 октября 1999, продолжение

14.00 – 16.00 HPC Hamburg Port Consulting GmbH

- Интермодальные услуги и консультационные услуги
- Представление компании

г-н Беренс

Начальник отдела Транспорта, Логистики, Менеджмента
HPC Hamburg Port Consulting GmbH

Wednesday, 27 October 1999**08.30 - 10.00 Transfer to Travemünde****10.00 – 12.00 Organisation of Ferry Traffic**

- Organisation of the work of the terminal
- Relationships to clients

Mr. Wollboldt*Head of Sales Department*

Lübecker Hafengesellschaft mbH

12.00 – 14.00 Visit to the historical city of Lübeck**14.00 – 15.30 Transfer to Hamburg****Среда, 27 октября 1999****08.30 - 10.00 Переезд в Травемюнде****10.00 – 12.00 Организация паромных перевозок**

- Организация работы терминала
- Взаимоотношение с клиентами

г-н Воллбольдт*Начальник отдела сбыта*

Lübecker Hafengesellschaft mbH

12.00 – 14.00 Посещение исторического города Любек**14.00 – 15.30 Переезд в Гамбург**

Thursday, 28 October 1999

08.40 – 09.00 Meeting in the Hotel and Transfer to the Übersee-Zentrum

09.00 – 10.30 Customs in the Port of Hamburg

- Documentation
- Control

Mr Kramer

Marketing and Public Relations Department
Hamburg State Ministry of Finance
Customs Administration

11.00 – 13.00 International Freight Forwarding

- Exchange of information between the transport partners (relationship between clients, forwarder, customs and transport operators / shipping agencies)
- Documentation
- The organisation of international, intermodal transport

Mr. Wolf

Director International Project Division
Kühne & Nagel

Четверг, 28 октября 1999

08.40 – 09.00 Встреча в гостинице и переезд в офис НРТИ

09.00 – 10.30 Таможня в Габургском порту

- Документация
- Контроль

г-н Крамер

Отдел маркетинга и общественных связей
Министерство Финансов земли Гамбуга
Таможенная Администрация

11.00 – 13.00 Международные экспедирование грузов

- Обмен информацией между транспортными партнерами (взаимоотношение между клиентами, экспедитором, таможней и транспортными операторами / агенствами)
- Документация
- Организация международных, мультимодальными перевозками

г-н Вольф

Дирктор отделения по международным проектам
Kühne & Nagel

Thursday, 28 October 1999, continued**13.00 – 14.00** Lunch at a Port Canteen**14.30 – 16.00** Visit to a Multi-purpose Terminal

- Handling of general cargo and containers
- Relationship to the different transport partners on the terminal (Railway, trucks, freight forwarders, ships)
- The flow of documentation

Mr Wilkens*Marketing/Sales*

Buss Hansa Terminal

Четверг, 28 октября 1999, продолжение**13.00 – 14.00** Обед в столовой в порту**14.30 – 16.00** Посещение многоцелевого терминала

- Обработка штучных грузов и контейнеров
- Соотношение разных транспортных партнеров на терминале (Железная дорога, автотранспорт, экспедиторы, суда)
- Поток документации

г-н Вилькенс*Начальник по сбыту*

Buss Hansa Terminal

Friday, 29 October 1999

08.30 – 10.00 Transfer to Bremen

10.00 – 12.30 Cotton and Coffee

- Storage and handling of cotton and coffee
- Transport and trading of cotton and coffee
- Presentation of company Berthold Vollers

Mr Vollers

General Manager

Berthold Vollers GmbH International Forwarders

14.00 – 16.00 Visit to the historical city of Bremen

16.00 – 18.30 Transfer to Hamburg

18.30 – 21.00 Dinner on Invitation of the Company POLZUG in the Restaurant "Finkenwerder Elbblick"

Пятница, 29 октября 1999

08.30 - 10.00 Переезд в Бремен

10.00 – 12.30 Хлопок и кофе

- Хранение и обработка хлопка и кофе
- Торговля и транспорт хлопка и кофе
- Представление компании Бертольд Фоллерс

г-н Фоллерс

Генеральный директор

Berthold Vollers GmbH международные экспедиторы

14.00 – 16.00 Осмотр исторического города Бремен

16.00 – 18.30 Переезд в Гамбург

18.30 – 21.00 Ужин по приглашению компании ПОЛЦУГ в ресторане "Финкенвердер Эльбблик"



Saturday, 30 October 1999

To the Participants' Free Disposal

Суббота, 30 октября 1999

В свободном распоряжении участников семинара



Sunday, 31 October

To the Participants' Free Disposal

Воскресенье, 31 октября 1999

В свободном распоряжении участников семинара

Monday, 1 November 1999

08.40 – 09.00 Meeting in the Hotel and Transfer to the Übersee-Zentrum

09.00 – 11.00 Transport Infrastructure

- The interrelationship of the public and the private sectors in transport infrastructure.
- The federal structure in the transport sector

Dr. Merkens

Municipal Construction Authority

11.00 – 12.30 Logistics

- The different types of logistics
- Logistic in transport

Mr Zimmert

Port Expert

HPTI Hamburg Port Training Institute GmbH

12.45 – 13.30 Lunch at a Port Canteen

14.00 – 16.00 Visits / Lectures According to the Wishes of the Participants

Понедельник, 1 ноября 1999

08.40 - 09.00 Переезд в офис НРТИ

09.00 – 11.00 Инфраструктура в области транспорта

- Взаимоотношение общественного и частного секторов относительно транспортной инфраструктуры.
- Федеративная структура в области транспорта

Др. Меркенс

Муниципальное ведомство по строительству

11.00 – 12.30 Логистика

- Разные виды логистики
- Логистика в транспорте

г-н Циммерт

Эксперт

HPTI Hamburg Port Training Institute GmbH

12.45 – 13.30 Обед в столовой в порту

14.00 – 16.00 Посещения / доклады согласно пожеланиям участников

Tuesday, 2 November 1999**07.30 Travel to Paris**

Hotel in Paris
Hotel Ibis
177, rue de Tolbiac
75013 Paris
France

Tel: +33 – 1 – 45 80 16 60
Fax: +33 – 1 – 45 80 95 80

Вторник, 2 ноября 1999**07.30 Поездка в Париж**

Гостиница в Париже
Hotel Ibis
177, rue de Tolbiac
75013 Paris
Франция

Тел: +33 – 1 – 45 80 16 60
Факс: +33 – 1 – 45 80 95 80

Wednesday, 3 November 1999

08.30 – 09.00 Meeting in the Hotel and Transfer to SNCF

09.00 – 10.30 The French Railway System and the co-operation of the Railways with other parties in the transport sector

- Information and Documentation

SNCF

11.00 – 12.30 Organisation of Freight Forwarding

- Information and Documentation
- Presentation of the company NOVATRANS

NOVATRANS

12.30 – 13.30 Lunch at NOVATRANS

14.30 – 15.30 Multimodal Operations

- The cooperation between road and railway
- Visit to a rail-road terminal

NOVATRANS

Четверг, 3 ноября 1999

08.30 - 09.00 Встреча в гостинице и переезд в SNCF

09.00 – 10.30 Система французской железной дороги и кооперация ж/д с другими партиями в транспортном секторе

- Информация и документация

SNCF Французская Железная Дорога

11.00 – 12.30 Организация экспедиторской деятельности

- Поток информации и документации
- Представление компании НОВАТРАНС

НОВАТРАНС

12.30 – 13.30 Обед у компании NOVATRANS

14.30 – 15.30 Мультимодальные операции

- Сотрудничество между автодорогой и железной дорогой
- Посещение терминала для смешанных перевозок

NOVATRANS

Thursday, 4 November 1999

- 06.50** **Departure of the Delegations from** Kazakhstan and Uzbekistan (via Frankfurt)
- Paris Charles de Gaulle with LH 4113
- 08.30 – 10.00** **Meeting in the Hotel and** transfer to the Calberson Office
- 10.00 – 12.00** **French Customs**
- Customs documentation
 - Customs control
- 12.30 – 13.30** **Lunch**

Четверг, 4 ноября 1999

- 06.50** **Вылет делегации** из Казахстана и Узбекистана
- Paris Charles de Gaulle рейсом LH 4113
- 09.00 - 11.00** **Встреча в гостинице и переезд** в офис компании Кальберсон
- 10.00 – 12.00** **Французская таможня**
- Таможенная документация
 - Таможенный контроль
- 12.30 – 13.30** **Обед**

Friday, 5 November 1999

16.05 **Departure** of the Delegation from Kyrgistan (via Istanbul)

Paris Orly with TK 1828

Пятница, 5 ноября 1999

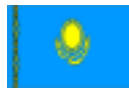
16.05 **Вылет делегации из Кыргызстана**

Paris Orly рейсом ТК 1828



Ms. Adelia Davidova –
Interpreter/Uzbekistan

Participants Kazakhstan



Mr. Nurzhan A. Bektaev – *First Deputy, Center for Freight Services, Shimkent Subsidiary*



Mr. Talgat Abylgazin – *Director of Aktau Sea Freight Port*

Participants Uzbekistan



Mr. Vladimir Bakholdin – *First Deputy of the Head of Railways Uzbekistan Temir Yullary*



Mr. Khabibulo Mirzoulukov – *Chief of the Customs Procedures Organisation Department, State Customs Committee*



Mr. Muminjon Aripdjanov – *Director, Bukhara Cotton Center*



Mr. Dilmurod Mirmakhmudov – *Head of Department of "Shosh-Trans"*

Participants Kyrgistan



Mr. Erkin Iskakov – *General
Director, Customs Terminal
Complex*



Mr. M. N. Badalov – *Director,
Alamedin Terminal*



Mr. Nikolai Urevitch – *Director,
Freight Departament, Railways*

Report

on

The Study Tour on Intermodal Transport

for Representatives of the Ministries of Transport from Central Asia and the
Caucasus

Seminar Report

Title:	Study Tour on Intermodal Transport for Representatives of the Ministries of Transport from Central Asia and Caucasus
Date:	9 - 19 November 1999
Venue:	Germany (Hamburg)
Participants:	<p>Sergey Harutyunyan, Armenia Head of Technical Policy Division, Armenian Railway Department, Ministry of Transport</p> <p>Ikram Sadikhov, Azerbaijan Head of Transport and Communication Department, Ministry of Transport</p> <p>Zurab Dumbadze, Georgia Director State Enterprise "Trans-Consulting", Ministry of Transport</p> <p>Marat Urazbekov, Kazakhstan Head of the Railways Transport Strategy Department, Ministry of Transport, Communication and Tourism</p> <p>Rustam Sydygaliev, Kyrgistan Chief Specialist of the Transport Department, Ministry of Transport and Communication</p> <p>Puntsag Orig, Mongolia Head of the Implementing Agency of the Government of Mongolia, Road Transport Department</p> <p>Mikola Rachok, Ukraine Head of the Unit within the General Department of the Transport Policy, Ministry of Transport</p> <p>Sabir Y. Abdurakhmanov, Uzbekistan Head of the Transport Group, Department of Transport and Communication, Cabinet of Ministers</p> <p>Nana Gvasalia, Georgia Interpreter</p>
Subjects:	<p>Lectures on the organisation of intermodal transport in West Europe and visits to intermodal operators and freight forwarders as well as to transport related institutions</p> <ul style="list-style-type: none"> • Organisation of intermodal transport • Marketing and attraction of cargo in the transport sector • The different modes of transport and their co-operation • Transport infrastructure: planning and financing • The role and function of customs • Interrelationship between the public and the private sectors • Structure of the transport sector in Germany, re-structuring and privatisation of the German Railways • International conventions and laws in the transport sector

Comments:

The study tour was conducted in order to acquaint the participants with the organisation and operation of intermodal transports in Western Europe as well as the administration of the related authorities. The purpose of the seminar was to increase the understanding of the participants of intermodal transport and thus facilitate the work of intermodal operators and administrators in their home countries. The programme gave an overview about intermodal transport in Western Europe. Through discussions with practical experts of different companies and authorities the participants gained insight into current practices and developments in this area.

The seminar evaluation showed, that the participants appreciated the opportunity to familiarise themselves personally with the system in Western Europe and compare the system to their own countries.

Participants

For the training course participants from different states – Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgistan, Mongolia, Ukraine, Uzbekistan – from the Ministries of Transport were invited. The participants were Heads of various Departments of the Ministries of Transport concerned with intermodal transports. Due to the rather homogenous selection of participants from different countries, it was ensured that the participants in addition to the lectures and visits in the seminar could discuss problems related to the execution of international intermodal transports among each other. They thus learnt to understand the different points of view, problems and needs of information of the various countries. The importance of international co-operation in order to ensure smooth transportation of goods was emphasised. In their daily work most of the participants do not have the possibility to contact each other easily due to poor communication facilities and partly due to political reasons.

Seminar contents / evaluation

In the beginning of the seminar the participants had been asked to explain which expectations they had concerning the seminar. The topics mentioned and the discussion with the participants showed that the participants' expectations and wishes were met by the programme.

The evaluation shows that the participants were in general satisfied with the contents and the organisation of the seminar. The participants were also asked for comments on benefit and proposals for improvements, but only very few and only very general comments were given. One of the proposals for improvements was the increase of time for the individual topics. In general, we fully approve of this idea, though within the frame of a short training course it is difficult to find more time for the individual lecturers. On the other hand, the group had rather different interests and unfortunately, though part of the participants was always very interested, other participants were quickly tired by the lectures.

Results of the evaluation of the individual topics please see on the following pages.

Which expectations do you have concerning the study tour?

Legal matters of maintenance of railways.

German legislation in the field of transport.

Licensing in the field of transport.

Railway tariffs for cargo transport for

- Federal railway
- Port railway

Legal base regulating interrelation between different types of transport.

Privatisation of railway transport.

Privatisation of railways in East German.

Education of transport employees.

Port dues.

To have lecturing material in advance. It will help to prepare questions; seminar will be more interesting.

Interrelation between Hamburg airport and other transport.

Organisation of activities of freight forwarders.

Organisation of railway passenger transport.

I think that the course is organised taking into account the development of intermodal transports in the Traceca republics so that the participants will receive besides the lectures and visits the necessary material for this in Russian and if we also take into consideration that the organisers of the course carry out practical work in the republics they will point out negative sides which hinder the implementation of intermodal transports and will give recommendations for their liquidation. This way, we will have the practical solution of multi-modal transport in the republics

Influence of international contracts on tariffs on mobile transport.

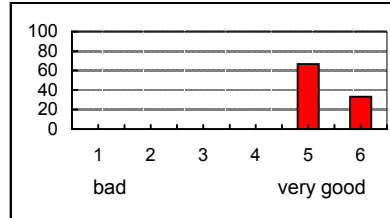
Organisation of international transportation of passengers.

Evaluation
General
09 November - 19 November 1999

Participants: 12

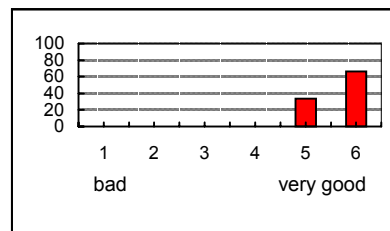
Were the contents of the course interesting?

Answers: 12



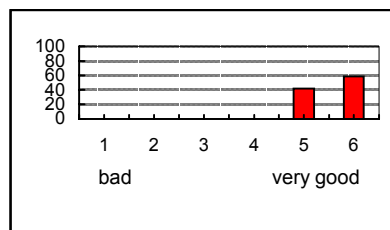
How do you rate the training in total?

Answers: 12



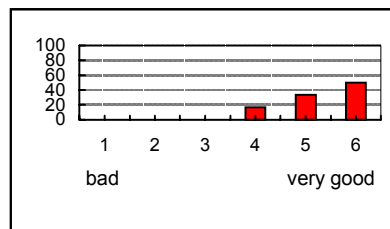
How do you rate the organisation of the course?

Answers: 12



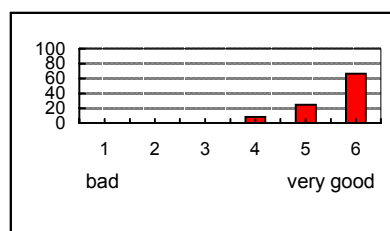
How did you like care-taking during the training?

Answers: 12



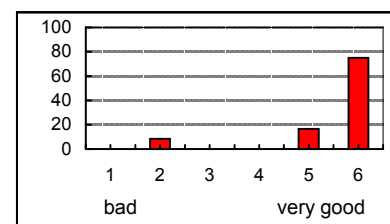
How do you rate the seminar room + facilities?

Answers: 12



How did you rate the hotel in Hamburg?

Answers: 12

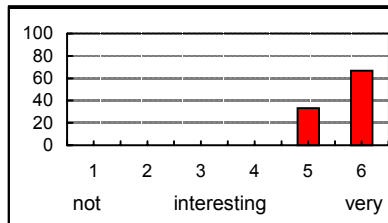


Evaluation
Harbour Cruise
10 November 1999

Participants: 8

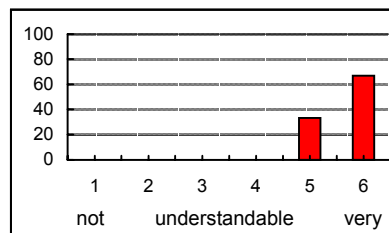
Was the contents of the course interesting?

Answers: 3



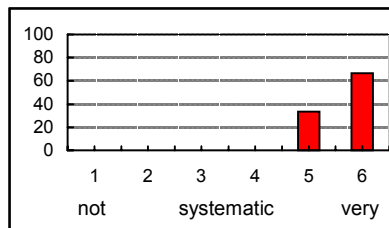
Was the subject presented in an understandable way?

Answers: 3



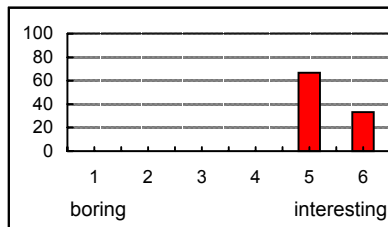
Was the lecture systematic?

Answers: 3



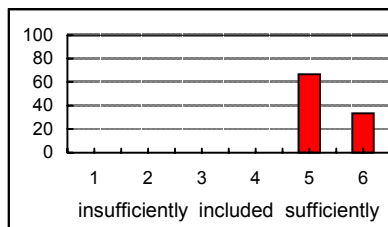
How did you like the style of presentation?

Answers: 3



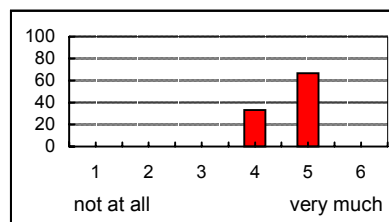
How did the lecturer include the participants?

Answers: 3



Did you gain any new knowledge?

Answers: 3

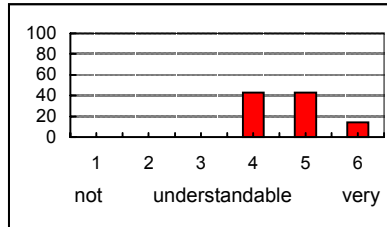


Evaluation
Transport Logistics and presentation of HPC
11 November 1999

Participants: 8

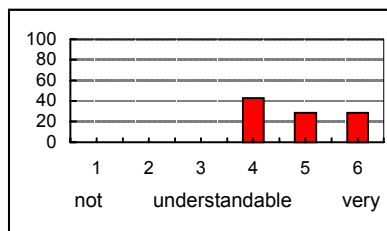
Was the contents of the course interesting?

Answers: 7



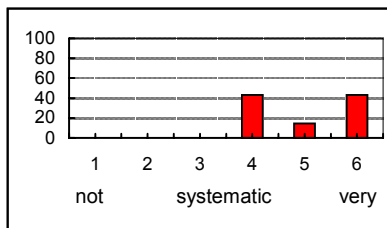
Was the subject presented in an understandable way?

Answers: 7



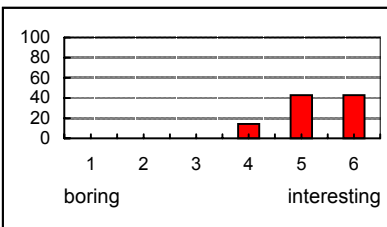
Was the lecture systematic?

Answers: 7



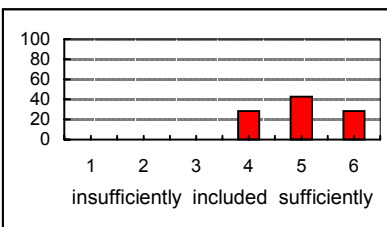
How did you like the style of presentation?

Answers: 7



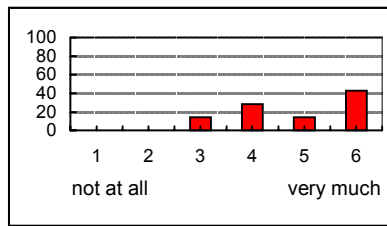
How did the lecturer include the participants?

Answers: 7



Did you gain any new knowledge?

Answers: 7

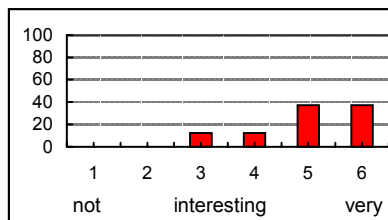


Evaluation
Port and container terminal
11 November 1999

Participants: 8

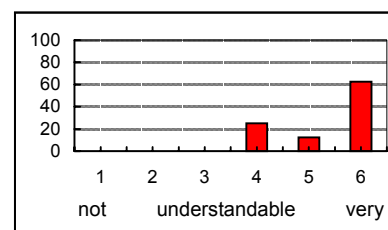
Was the contents of the course interesting?

Answers: 8



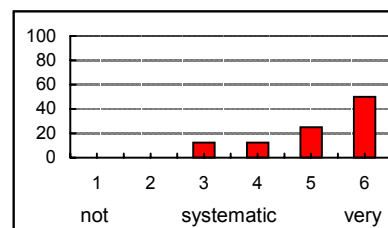
Was the subject presented in an understandable way?

Answers: 8



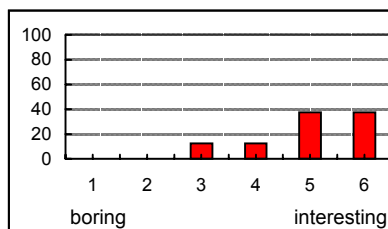
Was the lecture systematic?

Answers: 8



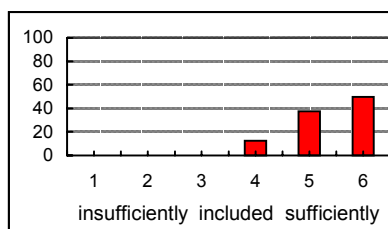
How did you like the style of presentation?

Answers: 8



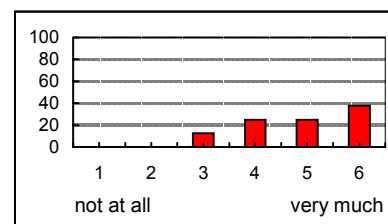
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8

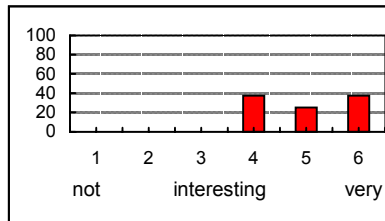


Evaluation
Customs
12 November 1999

Participants: 8

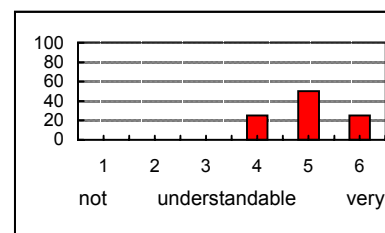
Was the contents of the course interesting?

Answers: 8



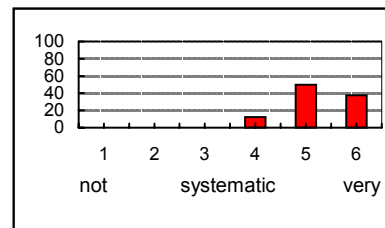
Was the subject presented in an understandable way?

Answers: 8



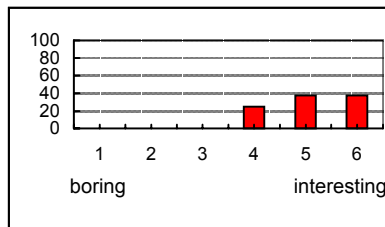
Was the lecture systematic?

Answers: 8



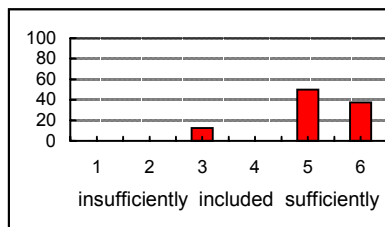
How did you like the style of presentation?

Answers: 8



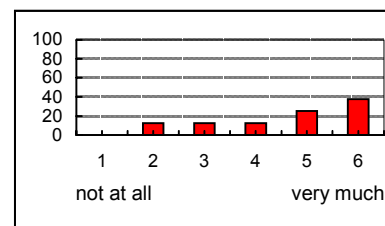
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8

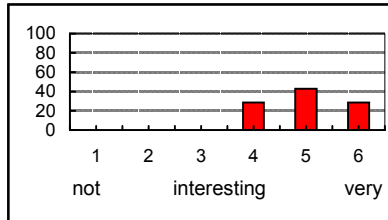


Evaluation
Marketing and canvassing of cargo
12 November 1999

Participants: 8

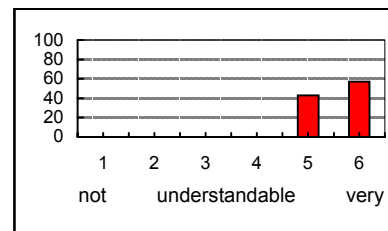
Was the contents of the course interesting?

Answers: 7



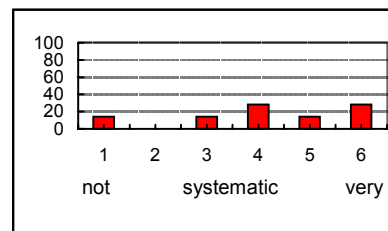
Was the subject presented in an understandable way?

Answers: 7



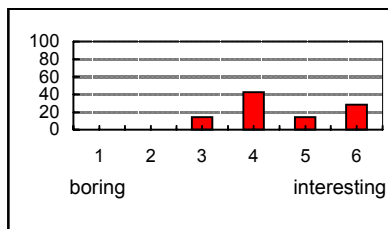
Was the lecture systematic?

Answers: 7



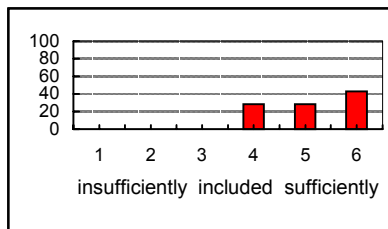
How did you like the style of presentation?

Answers: 7



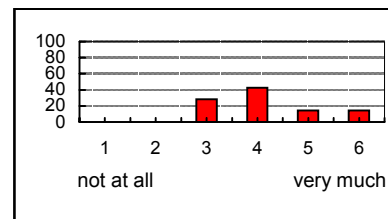
How did the lecturer include the participants?

Answers: 7



Did you gain any new knowledge?

Answers: 7

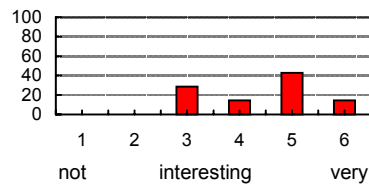


Evaluation
Transport Infrastructure
15 November 1999

Participants: 8

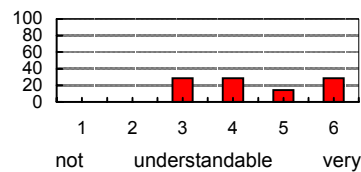
Was the contents of the course interesting?

Answers: 7



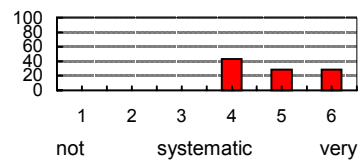
Was the subject presented in an understandable way?

Answers: 7



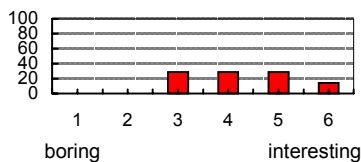
Was the lecture systematic?

Answers: 7



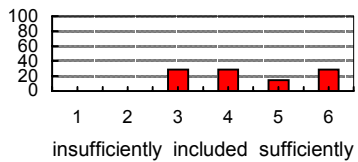
How did you like the style of presentation?

Answers: 7



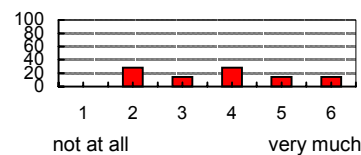
How did the lecturer include the participants?

Answers: 7



Did you gain any new knowledge?

Answers: 7



Evaluation
Restructuring of the German Railways
15 November 1999

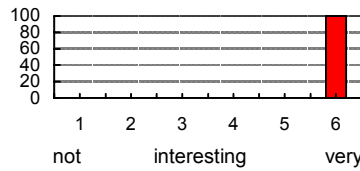
Participants:

8

Was the contents of the course interesting?

Answers:

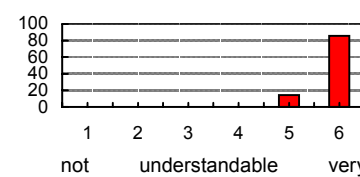
7



Was the subject presented in an understandable way?

Answers:

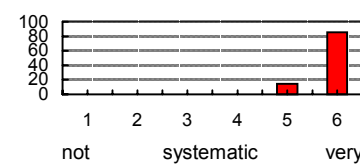
7



Was the lecture systematic?

Answers:

7



How did you like the style of presentation?

Answers:

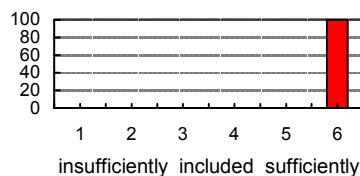
7



How did the lecturer include the participants?

Answers:

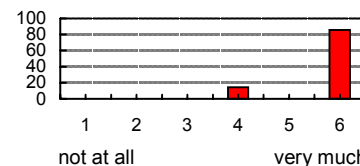
7



Did you gain any new knowledge?

Answers:

7

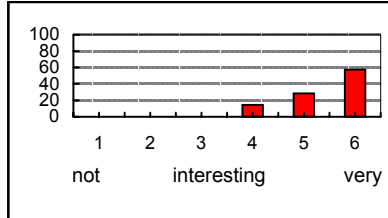


Evaluation
Visit to a shunting yard
15 November 1999

Participants: 8

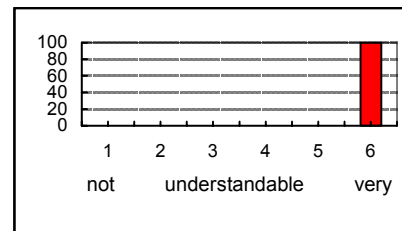
Was the contents of the course interesting?

Answers: 7



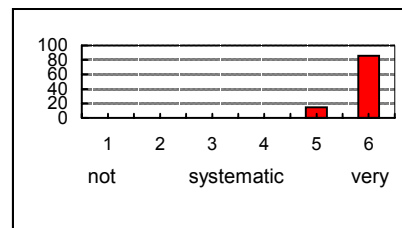
Was the subject presented in an understandable way?

Answers: 7



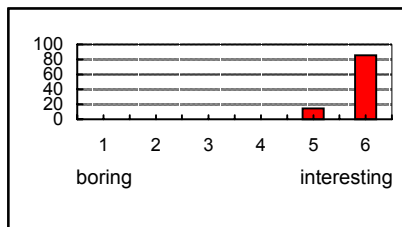
Was the lecture systematic?

Answers: 7



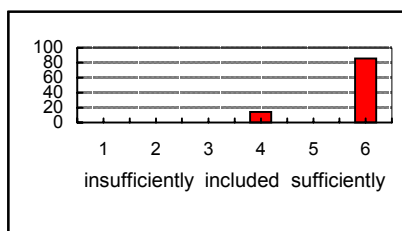
How did you like the style of presentation?

Answers: 7



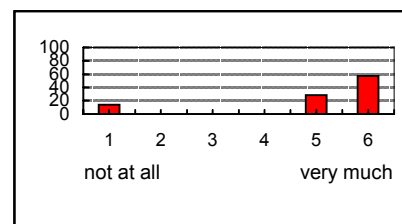
How did the lecturer include the participants?

Answers: 7



Did you gain any new knowledge?

Answers: 7

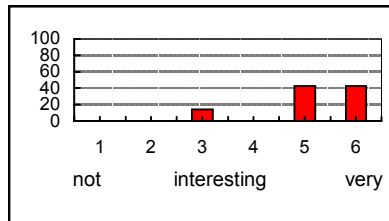


Evaluation
International treaties in the transport sector
16 November 1999

Participants: 8

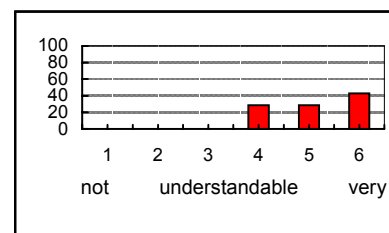
Was the contents of the course interesting?

Answers: 7



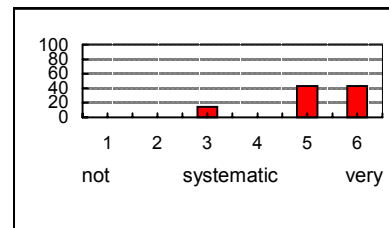
Was the subject presented in an understandable way?

Answers: 7



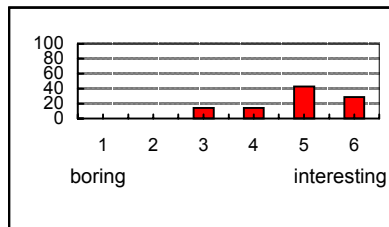
Was the lecture systematic?

Answers: 7



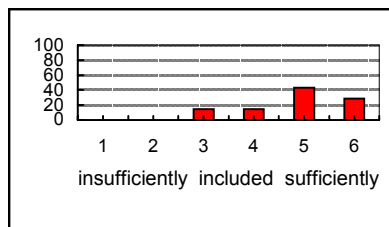
How did you like the style of presentation?

Answers: 7



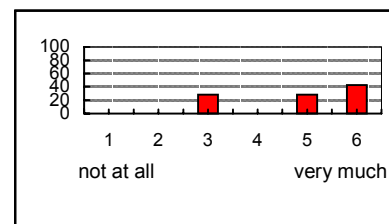
How did the lecturer include the participants?

Answers: 7



Did you gain any new knowledge?

Answers: 7

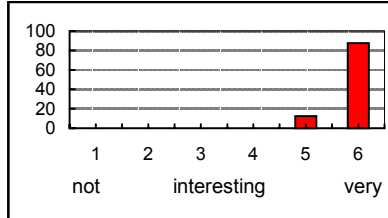


Evaluation
Organisation of Intermodal Transports
16 November 1999

Participants: 8

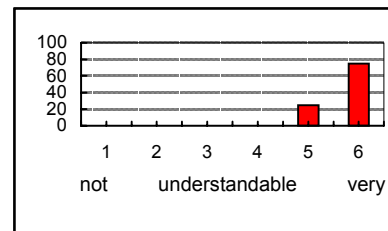
Was the contents of the course interesting?

Answers: 8



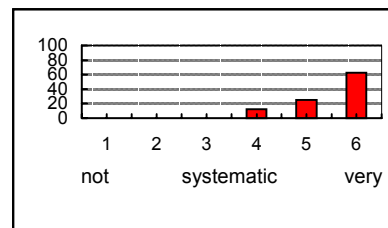
Was the subject presented in an understandable way?

Answers: 8



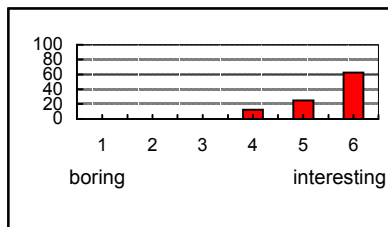
Was the lecture systematic?

Answers: 8



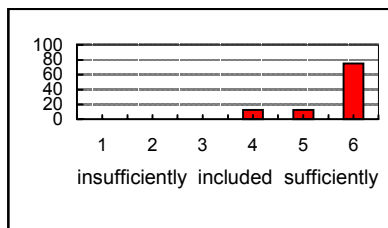
How did you like the style of presentation?

Answers: 8



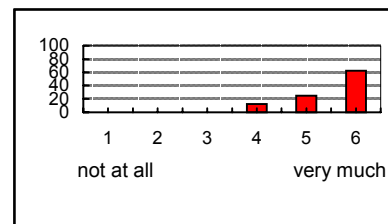
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8

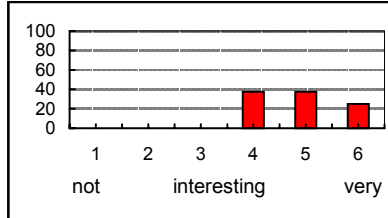


Evaluation
Intermodal Transports
16 November 1999

Participants: 8

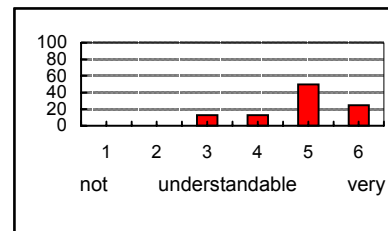
Was the contents of the course interesting?

Answers: 8



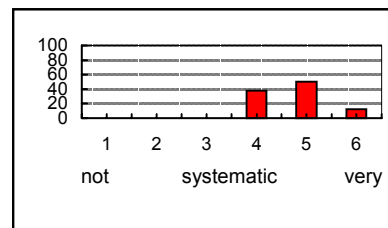
Was the subject presented in an understandable way?

Answers: 8



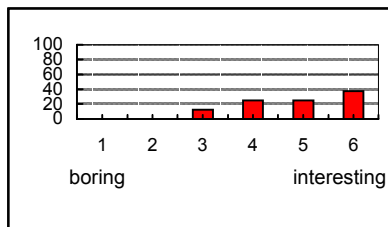
Was the lecture systematic?

Answers: 8



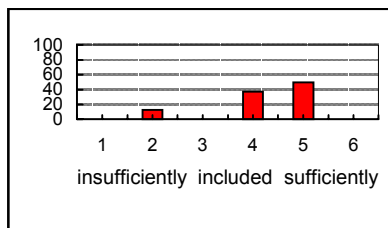
How did you like the style of presentation?

Answers: 8



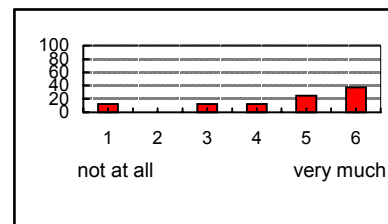
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8

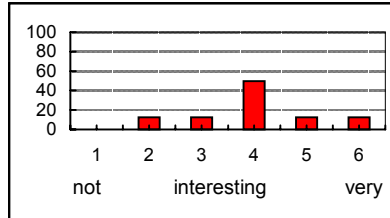


Evaluation
Insurance in the transport sector
17 November 1999

Participants: 8

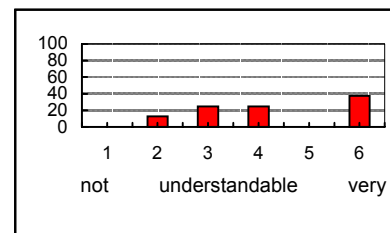
Was the contents of the course interesting?

Answers: 8



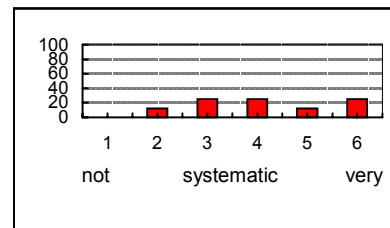
Was the subject presented in an understandable way?

Answers: 8



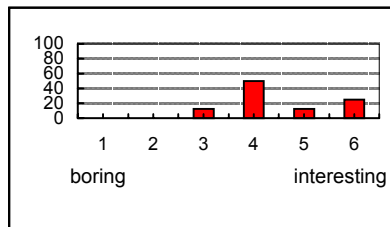
Was the lecture systematic?

Answers: 8



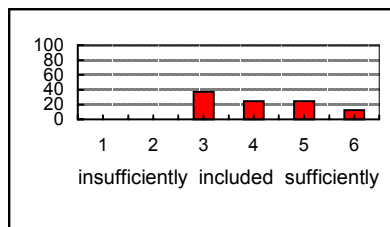
How did you like the style of presentation?

Answers: 8



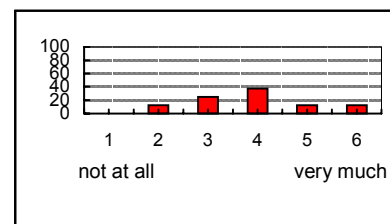
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8

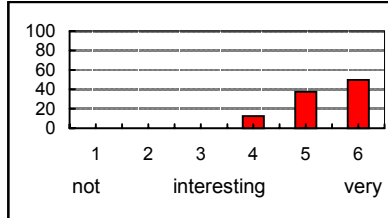


Evaluation
Relationship between public and private sector
17 November 1999

Participants: 8

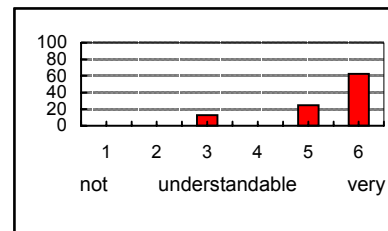
Was the contents of the course interesting?

Answers: 8



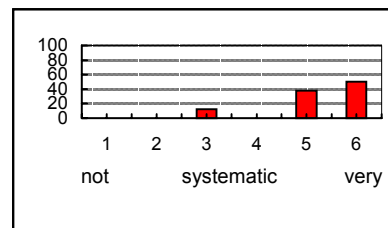
Was the subject presented in an understandable way?

Answers: 8



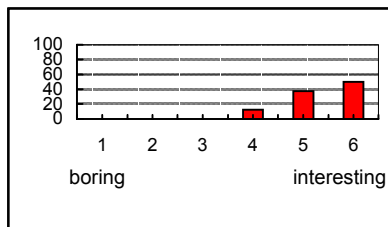
Was the lecture systematic?

Answers: 8



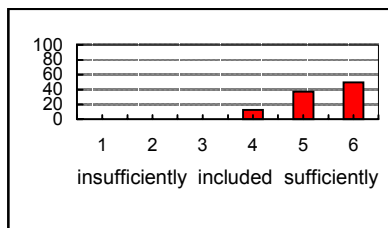
How did you like the style of presentation?

Answers: 8



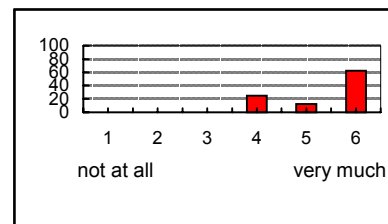
How did the lecturer include the participants?

Answers: 8



Did you gain any new knowledge?

Answers: 8



Comments of the participants

Harbour Cruise

No comments

Transport Logistics and presentation of HPC

Benefit for the participants:

- The method of selection of personnel for the company
- Take as information and guideline in the work

What did you especially like?

- The broad knowledge of the lecturer

Proposals for improvements of the course:

- For the better understanding of the material it is necessary to give written lectures about the course
- No
- Concrete presentation of the topic

The seaport as an intermodal transport hub

Benefit for the participants:

- A deeper understanding of the organisation of transport and questions related to this process (customs, marketing, control etc.)
- Take as information and guideline in the work
- Elements of the organisation of transport of 40' containers
- I have got an idea about the container terminals of the port of Hamburg, Burchardkai, TCT UCT, ACT. The implementation of an exit to the western market

What did you especially like?

- The familiarisation directly at the place the different stages of cargo transport take place (loading – unloading of containers, the possibilities of the terminal)
- The container terminal. The organisation of work
- I liked very much: the work of the terminal, the system of sorting the containers, the co-operations of the different modes of transport (railway, trucks, sea)

Proposals for improvements of the course:

- Presently, the training course has more informative character. It would be good to organise seminars which take into consideration the conditions of transport in the states of the CIS and their “attachment” with international transports
- No
- The normative basis of the interrelationship between the participants of the transport process
- To train Central Asian states as much as possible and to involve them into the Western market

Таможня

Benefit for the participants:

- The organisation of customs
- Take as information and guideline in the work

What did you especially like?

- Questions of protection of the home industries
- The joint work of the customs in the European Union and the German Customs

Proposals for improvements of the course:

- To train the states of Central Asia as much as possible

Marketing and attraction of cargo

Benefit for the participants:

- Take as information and guideline in the work
- Elaboration of business. Analyse of marketing in my state

What did you especially like?

- The level of the marketing of the port of Hamburg

Proposals for improvements of the course:

- The topic was: Marketing and the attraction of cargo. However, nothing was said on which account cargoes are attracted. I would like to know precisely which measures have been taken to attract cargo and for the competitiveness of the port.
- No
- No
- To train as often as possible

Planning and Financing of Transport Infrastructure

Benefit for the participants:

- Positive
- Take as information and guideline in the work

What did you especially like?

- The essential presentation of the course

Proposals for improvements of the course:

- No
- The materials of the seminar should better be given in advance to familiarise with them
- No

Restructuring of the German Railways

Benefit for the participants:

- The experience of the privatisation of railways. The structure of the control organs
- Everything was interesting
- The system of development of the German railways, which I can use in my further work
- To use the received information in the future work

What did you especially like?

- The solution of the question of reduction of personnel after the privatisation
- I liked everything very much
- The accessible style of presentation of the course. The competence of the lecturer
- The broadness of the knowledge, the experience of the questions of activities of railway transport

Proposals for improvements of the course:

- There should be a short explanation of the normative documents (laws etc.) concerning railway transport before the privatisation and after the privatisation
- This is a very big topic and the time for the seminar should be increased
- No
- There can't be any proposals. I fully approve.
- If possible to invite more experts who combine practical experience with scientific and other aspects of the development and work of transport systems

Visit to a shunting yardBenefit for the participants:

- Everything was very interesting and useful
- I can use the received knowledge at my work
- To use the received knowledge during future work

What did you especially like?

- The full information about the topic
- I liked everything very much
- The style of presentation of the system of shunting. The competence of the lecturer
- The combination of practice with scientific activity

Proposals for improvements of the course:

- No
- To study the experience of the use of computer systems the time was too short
- No proposals, I fully agree
- To invite more experts to the lectures like Mr. Höfer

International agreements in the transport sectorBenefit for the participants:

- The necessity to take part in international conventions
- Very much interesting information
- As I have not studied the texts of the conventions, I cannot say anything. General familiarisation with international conventions
- Take as information and guideline in the work

What did you especially like?

- I liked everything very much

Proposals for improvements of the course:

- No
- To increase the time of the course

- The co-operation of the conventions with organisations like e.g. the International Railways Organisation etc. was not explained.
- No

Organisation of Intermodal Transports

Benefit for the participants:

- The possibility of mutual attraction of cargo through the territory of Kazakhstan
- I will take care of questions of involvement of our government in the Port of Hamburg
- To use the possibilities of intermodal transport more completely
- Take it as a guideline for future work

What did you especially like?

- Practical questions of the work of the company
- The knowledge of his business
- The perspectives of the plans of the company Polzug

Proposals for improvements of the course:

- No
- Increase of time of the course

Combined transport – motor transport and railways

Benefit for the participants:

- So far, none
- Take it as information

What did you especially like?

- The size and scale of the combined transports with such a small quantity of employees

Proposals for improvements of the course:

- No
- It is not necessary to explain what is combined transport
- No

Insurance in the transport sector

No comments at all

Interrelationship between the public and the private sector

Benefit for the participants:

- It was interesting
- Comparison with the interrelationship in Armenia
- Take it as a guideline in the work

What did you especially like?

- Everything

Proposals for improvements of the course:

- No
- It would be good to receive the material before the seminar in order to familiarise oneself with it in advance
- No

Programme Study Tour 3

Study Tour

on the Organisation of
Intermodal Transports

for Participants from

Central Asia and the Caucasus
(Armenia, Azerbaijan, Georgia, Kazakhstan,
Kyrgistan, Mongolia, Ukraine and Uzbekistan)

09 - 19 November 1999
Hamburg

Polzug – Axis – HPTI Consortium

Учебная Поездка

по теме
«Организация интермодальных транспортов»

для участников из

Центральной Азии и с Кавказа
(Азербайджан, Армения, Грузия, Украина,
Казахстан, Кыргызстан, Узбекистан, Монголия)

09 – 19 ноября 1999
Гамбург

Polzug – Axis – HPTI Консорциум

Participants

Armenia:

Mr Sergey Harutyunyan Head of Technical Policy Division, Armenian Railway Department, Ministry of Transport

Azerbaijan:

Mr Ikram Sadikhov Head of Transport and Communication Department, Ministry of Transport

Georgia:

Mr Zurab Dumbadze Director of the Centre Trans-Consulting, Ministry of Transport
Ms Nana Gvasalia Interpreter

Kazakhstan:

Mr Marat Urazbekov Head of the Railways Transport Strategy Department, Ministry of Transport, Communication and Tourism

Kyrgistan:

Mr Rustam Sydygaliev Chief Specialist of the Transport Department Ministry of Transport and Communication

Mongolia:

Mr Puntsag Orig Head of the Implementing Agency of the Government of Mongolia, Road Transport Department

Участники

Армения

г-н Сергей Харутюнян Начальник отдела техникой политики, Армянская Железная Дорога, Министерство Транспорта

Азербайджан

г-н Икрам Садыков Начальник отдела транспорта и коммуникации, Министерство Экономических Дел

Грузия

г-н Зураб Думбадзе Директор центра транс-консалтинг, Министерство транспорта
г-жа Нана Гвасалия Переводчица

Казахстан

г-н Марат Уразбеков Начальник отдела ж-д транспортной стратегии, Министерство транспорта, коммуникации и туризма

Кыргистан

г-н Рустам Сыдыгалиев Главный специалист отдела транспорта, Министерство транспорта и коммуникации

Монголия

г-н Пунтсаг Ориг Начальник агенства по внедрению правительства Монголии, Отдела автодорожного транспорта

Ukraine:

Mr Mikola Rachok Head of the Unit within the General Department of
the Transport Policy, Ministry of Transport

Uzbekistan:

Mr Sabir Y. Abdurakhmanov Head of the Transport Group, Department of
Transport and Communication, Cabinet of Minis-
ters

The group will be accompanied by:
Helga Wagner and Birte Behrendt
HPTI Hamburg Port Training Institute GmbH

Ukraine:

Mr Mikola Rachok Head of the Unit within the General Department of
the Transport Policy, Ministry of Transport

Ўзбекистан

г-н Сабир Абдурахманов Начальник группы транспорта, Отдел транс-
порта и коммуникации, Кабинет Министров

Группу сопровождают:
г-жа Хельга Вагнер и г-жа Бирте Берендт
HPTI Hamburg Port Training Institute GmbH

Addresses:

Office:

HPTI Hamburg Port Training Institute GmbH

Übersee-Zentrum, Schumacherwerder

20457 Hamburg

Germany

Tel: +49 - 40 - 788 78 - 0

Fax: +49 - 40 - 788 78 - 178

e-mail: HPTI@Compuserve.com

Hotel in Hamburg

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Germany

Tel: +49 - 40 - 78 84 00

Fax: +49 - 40 - 78 74 10 00

Адреса:

Офис:

HPTI Hamburg Port Training Institute GmbH

Übersee-Zentrum, Schumacherwerder

20457 Hamburg

Германия

Тел: +49 - 40 - 788 78 - 0

Факс: +49 - 40 - 788 78 - 178

электронная почта: HPTI@Compuserve.com

Гостиница:

Forum Hotel

Billwerder Neuer Deich 14

20539 Hamburg

Германия

Тел: +49 - 40 - 78 84 0 0

Факс: +49 - 40 - 78 74 10 00

Monday, 08 November 1999**Arrival of the Participant from**

- Uzbekistan 14.10 LH

The participant will be welcomed by

Birte Behrendt

HPTI Hamburg Port Training Institute GmbH

Понедельник, 08 ноября 1999**Прибытие участника**

- из Узбекистана 14.10 LH

Участника встречает

Бирте Берендт

HPTI Hamburg Port Training Institute GmbH

Tuesday, 09 November 1999**Arrival of the Participants from**

- Kazakhstan 09.25 LH
- Georgia 10.50 TK
- Mongolia 22.55 LH

The participants will be welcomed by

Helga Wagner

Birte Behrendt

HPTI Hamburg Port Training Institute GmbH

Вторник, 09 ноября 1999**Прибытие участников из**

- Казахстана 09.25 LH
- Грузии 10.45 TK
- Монголии 22.55 LH

Участников встречают

Хельга Вагнер

Бирте Берендт

HPTI Hamburg Port Training Institute GmbH

Wednesday, 10 November 1999

Arrival of the Participants from

- Azerbaijan 11.10 SR
- Ukraine 13.20 LH
- Armenia 17.10 LH

The participants will be welcomed by

Helga Wagner

Birte Behrendt

HPTI Hamburg Port Training Institute GmbH

12.30 – 14.00 Harbour Cruise on the Official State Launch "Hafendirektion"

Snack on board

Ms Wagner

Seminar Leader

HPTI Hamburg Port Training Institute GmbH

Среда, 10 ноября 1999

Прибытие делегации из

- Азербайджана 11.10 SR
- Украина 13.20 LH
- Армении 17.10 LH

Участников встречает

Хельга Вагнер

Бирте Берендт

HPTI Hamburg Port Training Institute GmbH

12.30 – 14.00 Экскурсия по порту на официальном катере города Гамбур "Hafendirektion"

Обед на борту

г-жа Вагнер

Руководитель семинаром

HPTI Hamburg Port Training Institute GmbH

Thursday, 11 November 1999

Arrival of the Participant from

- Kyrgistan 10.50 TK

The participant will be welcomed by

Helga Wagner

HPTI Hamburg Port Training Institute GmbH

08.30 – 09.00 Meeting in the Hotel and Transfer to Übersee-Zentrum

09.00 – 10.30 Welcome of the Participants and Introduction of the Programme

Assessment of the Expectations and Needs of the Participants of the Seminar

Ms Wagner

Ms Behrendt

Seminar Leader

HPTI Hamburg Port Training Institute GmbH

10.30 – 11.00 Transfer to the Container Terminal Burchardkai

Четверг, 11 ноября 1999

Прибытие участника из

- Кыргызстана 10.50 TK

Участника встречает

Хельга Вагнер

HPTI Hamburg Port Training Institute GmbH

08.30 – 09.00 Встреча в гостинице в офис

09.00 – 10.30 Приветствие участников и представление программы

Оценка ожиданий и потребностей участников семинара

г-жа Вагнер

г-жа Берендт

руководитель семинаром

HPTI Hamburg Port Training Institute GmbH

10.30 – 11.00 Переезд на контейнерный терминал Бурхардкай

Thursday, 11 November 1999, continued

11.00 – 13.00 Planing of Cargo Transports

- Strategic and Operational Planning
- Presentation of the Company HPC

Mr Behrens

Project Manager

HPC Hamburg Port Consulting GmbH

13.00 – 14.45 Lunch at a Port Canteen

14.00 – 16.00 The Seaport as an Intermodal Transport Hub

- The interrelationship between sea ship, feeder ship, rail-ways, and road
- The organisation of intermodal transports

Ms Roller

Container Department – Sales

HHLA Hamburg Port and Warehouse Corporation

18.00 – 20.00 Welcome Dinner at Restaurant Fischerhaus

Четверг, 11 ноября 1999, продолжение

11.00 – 13.00 Планирование грузовых транспортов

- Стратегическое и организационное планирование
- Предсавление компании HPC

г-н Беренс

Начальник отдела ТЛМ

HPC Hamburg Port Consulting GmbH

13.00 – 14.45 Обед в столовой порта

14.00 – 16.00 Морской порт как международный транспортный узел

- Взаимоотношение между морским судном, фидерным судном, железными дорогами и автотранспортом
- Организация мультимодальных перевозок

г-жа Роллер

Отдел по контейнерам – спыт

HHLA Hamburg Port and Warehouse Corporation

18.00 – 20.00 Привественный ужин в ресторане Фишерхаус

Friday, 12 November 1999

08.20 – 08.45 Meeting in the Hotel and Transfer to Übersee-Zentrum

08.45 – 10.45 Customs in the Port of Hamburg

- Documentation
- Control

Mr Kramer

Mr Schrader

Marketing and Public Relations Department

Hamburg State Ministry of Finance

Customs Administration

11.00 – 12.30 Marketing and Canvassing of Cargo in the Transport Sector

Mr van Beuningen

Head of Marketing and Public Relations Department

Port of Hamburg Marketing and Public Relations Association

12.45 – 13.30 Lunch at a Port Canteen

Пятница, 12 ноября 1999

08.20 - 08.45 Встреча в гостинице и переезд в HPTI офис

08.45 – 10.45 Таможня в Гамбургском порту

- Документация
- Контроль

г-н Крамер

г-н Шрадер

Отдел маркетинга и общественных связей

Министерство Финансов земли Гамбуга

Таможенная Администрация

11.00 – 12.30 Маркетинг и привлечение грузов в транспортном секторе

г-н фан Бойнинген

Начальник отдела маркетинга и общественных связей

Port of Hamburg Marketing and Public Relations Association

12.45 – 13.30 Обед в столовой порта

Friday, 12 November 1999, continued

14.00 – 15.30 Reception at the Town Hall with a Representative of the Hamburg Senate

Dr. Foth

Public Office

Senate of the Free and Hanseatic City of Hamburg

15.30 – 16.30 Guided Tour at the Town Hall

Пятница, 12 ноября 1999, продолжение

14.00 – 15.30 Официальный прием в мэрии города-земли Гамбург представителем парламента Гамбурга

Др Фот

Общественные связи

Сенат Волного и Ганзейскго Города Гамбург

15.30 - 16.30 Представление ратуши



Saturday, 13 November 1999

At the Participants' Free Disposal

Суббота, 13 ноября 1999

В свободном распоряжении участников семинара



Sunday, 14 November 1999

Sightseeing to the City of Hamburg

Воскресенье, 14 ноября 1999

Экскурсия по городу

Monday, 15 November 1999

08.20 – 08.45 Meeting in the Hotel and Transfer to Übersee-Zentrum

08.45 – 10.45 Transport Infrastructure

- The interrelationship of the public and the private sectors in transport infrastructure
- The federal structure in the transport sector

Dr Merkens

Municipal Construction Authority
Free and Hanseatic City of Hamburg

11.00 – 12.45 Restructuring of Deutsche Bundesbahn

- Privatisation of a public company
- Fields of Activities of the different sub-divisions and their responsibilities

Mr Höfer

Director of Hamburg Port Railways (retired)
Port and River Engineering Department

12.45 – 13.15 Transfer to the Container Terminal Burchardkai

Понедельник, 15 ноября 1999

08.20 - 08.45 Встреча в гостинице и Переезд в офис

08.45 – 10.45 Транспортная инфраструктура

- Взаимоотношение между общественным и частными секторами в инфраструктуре транспорта
- Федеративная структура в транспортном секторе

Др Меркенс

Муниципальное ведомство по строительству
Волный и Ганзейский Город Гамбург

11.00 – 12.45 Реструктуризация Немецкой Железной Дороги

- Приватизация государственной компании
- Области деятельности разных подразделений и их ответственностей

г-н Хофер

Бывший директор Гамбургской портовой ж/д
Ведомство по портовому и речному строительству

12.45 – 13.15 Переезд на контейнерный терминал Бурхардкай

Monday, 15 November 1999, continued**13.15 – 14.00** Lunch at a Port Canteen**14.00 – 14.15** Transfer to the Shunting Yard Alte Süderelbe**14.15 – 15.30** Visit to the Shunting Yard Alte Süderelbe

- Port and Railways

Mr Höfer*Director of Hamburg Port Railways (retired)*
Port and River Engineering Department**Понедельник, 15 ноября 1999****13.15 – 14.00** Обед в столовой порта**14.00 - 14.15** Переезд на сортировочную станцию “Альте Зюдерельбе”**14.15 – 15.30** Посещение портовой сортировочной станции

- Порт и железная дорога

г-н Хофер*Вывший директор Гамбургской портовой ж/д*
Ведомство по портовому и речному строительству

Tuesday, 16 November 1999

Departure of the Participant from

- Azerbaijan (SR 11.50)

08.20 – 08.45 Meeting in the Hotel and Transfer to Übersee-Zentrum

08.45 – 10.30 International Treaties in the Transport Sector

- Bilateral and Multilateral Cooperations

Dr Umlauf

Solicitor

Esche, Schünemann, Commichau

10.30 – 12.45 Organisation of Intermodal Transports

- The organisation of work
- Attraction of Clients
- Railway Tariffs
- Presentation of the company POLZUG

Mr Schulze-Freyberg

Managing Director

POLZUG Polen-Hamburg Transport GmbH

Вторник, 16 ноября 1999

Вылет участника из

- Азербайджана (11.50 SR)

08.20 – 08.45 Встреча в гостинице и переезд в офис НПТИ

08.45 – 10.30 Международные договоры в области транспорта

- Двухсторонние и многосторонние соглашения

г-н Умлауф

Юрисконсульт

Фирма Esche, Schünemann, Commichau

10.30 – 12.45 Организация мультимодальных перевозок

- Организация работы
- Привлечение клиентов
- Железно-дорожные тарифы
- Представление компании ПОЛЦУГ

г-н Шульце-Фрейберг

Управляющий фирмой

POLZUG Polen-Hamburg Transport GmbH

Tuesday, 16 November 1999, continued**13.00 – 13.45 Lunch** at a Port Canteen**14.00 – 15.30 Intermodal Operations**

- The cooperation between road and railway
- Visit to a Rail-Road Terminal

Mr Rühr*Rail- Road Terminal Hamburg*

Kombiverkehr – Deutsche Gesellschaft für kombinierten Güterverkehr

Вторник, 16 ноября 1999**13.00 – 13.45 Обед** в столовой порта**14.00 – 15.30 Интермодальный операции**

- Кооперация между автотранспортом и железной дорогой
- Посещение терминала для смешанных перевозок

г-н Рюр*Автордорожный / Железнодорожный терминал*

Kombiverkehr – Немецкое общество смешанных грузовых перевозок

Wednesday, 17 November 1999

08.40 – 09.00 Meeting in the Hotel and Transfer to Übersee-Zentrum

09.00 – 11.00 Insurance in the Transport Sector

- Insurance and liability

Mr Ramcke

Transport Expert

Jaspers Wuppesahl Industrie Assekuranz GmbH & Co. KG

11.15 – 12.45 Administrative Functions and Public-Private Partnerships

- The Hamburg State Ministry of Economic Affairs
- Role and relevance of state-related investment promotion

Mr Zimmert

Senior Consultant

HPTI Hamburg Port Training Institute GmbH

13.00 – 13.45 Lunch at a Port Canteen

14.00 – 16.00 Visits / Lectures According to the Wishes of the Participants

Среда, 17 ноября 1999

08.40 – 09.00 Встреча в гостинице и переезд в офис

09.00 – 11.00 Страхование в транспортном секторе

- Страхование и ответственность

г-н Рамке

Специалист по транспорту

Jaspers Wuppesahl Industrie Assekuranz GmbH & Co. KG

11.15 – 12.45 Административные функции и партнерство государственного и частного секторов

- Министерство экономических дел Земли Гамбург
- Роль и значение содействия инвестиций, связанных с государственным сектором

г-н Циммерт

Старший консультант

HPTI Hamburg Port Training Institute GmbH

13.00 – 13.45 Обед в портовой столовой

14.00 – 16.00 Посещение / доклады по желаниям участников семинара

Thursday, 18 November 1999**Departure of the Participants from**

- Uzbekistan 06.20 LH
- Kazakhstan 07.30 LH
- Ukraine 07.30 LH
- Georgia 11.45 TK

Четверг, 18 ноября 1999**Вылет участников из**

- Узбекистана 6.20 LH
- Казахстана 7.30 LH
- Украина 07.30 LH
- Грузии 1.45 TK

Friday, 19 November 1999

Departure of the Participants from

- Armenia 07.55 LH
- Kyrgistan 11.45 TK

Пятница, 19 ноября 1999

Вылет участников из

- Армении 07.55 LH
- Кыргызстана 1.45 TK



Saturday, 20 November 1999

Суббота, 20 ноября 1999

Sunday, 21 November 1999**Departure of the Participant from**

- Mongolia 10.10 LH

Воскресенье, 21 ноября 1999**Вылет участника из**

- Монголии 0.10 LH





Participants Study Tour

Armenia



Mr. Sergey Haroutyunyan – *Head of Technical Policy Division, Armenian Railway Department*



Azerbaijan



Mr. Ikram Sadikhov – *Head of Transport and Communication Department*



Uzbekistan



Mr. Sabir Yakubovitch Abdurakhmanov – *Head of Transport Group, Department of Transport and Communication*



Georgia



Mr. Zurab Dumbadze – *Director of the Centre Trans-Consulting*



Ms. Nana Gvasalia – *Interpreter*



Ukraine



Mr. Mikola Rachok – *Head of Unit within the General Department of the Transport Policy*



Kazakhstan



Mr. Marat Urazbekov – *Head /
Railways Transport Strategy
Dept*



Participant Kyrgyzstan



Mr. Rustam Sydygaliev – *Chief
Specialist / Transport
Department*



Mongolia



Mr. Puntsag Orig – *Head of
Implementing Agency of the
Government of Mongolia*

Annex 4 - 1

Driver and Terminal Organisation Training in Baku

Driver Training Port of Baku

The training for operations personnel of the container terminal in the Port of Baku was conducted with special regard to future intermodal container handling. The training took place at the new container yard which was set up and financed by means of the Tacis-Traceca Programme. The equipment with which the training was carried out were mainly a 40 t fork lift and a reach stacker for container handling. This equipment was also financed by Tacis - Traceca.

Members of Training Programme - 25.2.99 – 4.3.99

First Group	Second Group	Third Group	Fourth Group	Maintenance/ Service-Group
Kiamal	Sevindik	Allahshukür	Abdulali	Hashim
Rashid	Bakhthiyar	Safar	Akhmed	
Elshan	Yusif	Saadat	Tehran	
			Ali	

In total 14 employees have been trained during this training.

Schedule of Training Lessons

Date	Time	Lesson	Location
Thursday, 25.02.	10.00 - 12.00	<ul style="list-style-type: none"> Introduction Safety-Regulations General Advices Fixing of schedule 	Training department
	13.00 - 15.00	<ul style="list-style-type: none"> first practical Training 	Container Yard
	15.00 - 16.00	<ul style="list-style-type: none"> Recapitulation 	- " -
Friday, 26.02.	10.00 - 12.00	<ul style="list-style-type: none"> Practical Training 	Container Yard
	13.00 - 16.00	<ul style="list-style-type: none"> - " - 	- " -
	16.00 - 17.00	<ul style="list-style-type: none"> Maintenance Advice 	- " -
Saturday, 27.02.	10.00 - 12.00	<ul style="list-style-type: none"> Practical Training 	Container Yard
	13.00 - 15.00	<ul style="list-style-type: none"> - " - 	- " -
	15.00 - 16.00	<ul style="list-style-type: none"> Recapitulation of Safety regulations 	- " -
Sunday, 28.02.	09.00 - 12.00	<ul style="list-style-type: none"> Practical Training 	Container Yard

Date	Time	Lesson	Location
	12.00 - 13.00	<ul style="list-style-type: none"> General Advise on operational management 	Port office
Monday, 01.03.	10.00 - 12.00	<ul style="list-style-type: none"> Practical Training 	Container Yard
	13.00 - 16.00	<ul style="list-style-type: none"> - " - 	- " -
	16.00 - 17.00	<ul style="list-style-type: none"> Special training for assistants 	- " -
Tuesday, 02.03.	10.00 - 12.00	<ul style="list-style-type: none"> Practical training 	- " -
	13.00 - 15.00	<ul style="list-style-type: none"> - " - 	- " -
	15.00 - 16.00	<ul style="list-style-type: none"> Recapitulation 	- " -
	19.00 - 21.00	<ul style="list-style-type: none"> Training of night operations 	- " -
Wednesday, 03.03.	10.00 - 12.00	<ul style="list-style-type: none"> Special training lower level 	Container Yard
	13.00 - 15.00	<ul style="list-style-type: none"> Special training lower level 	- " -
	15.00 - 17.00	<ul style="list-style-type: none"> Co-operation and communication for workshop and operations managers 	Port office
Thursday, 04.03.	09.00 - 12.00	<ul style="list-style-type: none"> Practical examinations 	Container Yard
	13.00 - 15.00	<ul style="list-style-type: none"> Theoretical examinations 	Training department
	15.00 - 16.00	<ul style="list-style-type: none"> Conclusion of training course 	- " -
	16.00 - 17.00	<ul style="list-style-type: none"> Celebration for drivers certificates 	- " -

A total of 46 lessons has been given to the container terminal operators.

Training Lessons in particular phases

During the training several special aspects have been trained. In the beginning a theoretical introduction with definition of the training schedule has been given and the objectives of the training discussed.

Further, the equipment has been studied. The functions in general as well as the technical maintenance and checking programme were explained.

Special regard was given to safety aspects. Safety regulation were explained and examples of realistic situations according to real operations given.

The terminal had been inspected with special attention to barriers, signs, traffic flow and surface damages and their consequences for the terminal equipment.



Practical Training

Preparation phase

- Checking of bolts, nuts, leaks, damages, lights, tyre-pressure, hydraulic systems
- Checking the content of all liquids (engine-,gear-,hydraulic-oil, cooling system, window-washer)
- Checking of all instruments in the cabin, explanation of warning lights and right scales of temperatures and pressures, hints for workshop-information in case of wrong items
- Hand out of instruction manual for all drivers (short form including some explanations in English / Russian)
- Starting of engine and first test of brake reaction

Phase I in practice

- Driving forward/backward, circles, bends without cargo
- Surrounding some barriers
- Forward/backward through barrel-gates (for being familiar with equipment dimensions)
- Brake-test from different speeds (estimation of drivers how long the braking distances are)
- Recapitulation of Safety-Regulations
- Estimation of angles where the drivers have no view of
- Avoiding of damaged surfaces which can hurt the tyres
- Examples of communication with other vehicle drivers at the Terminal

Phase II

Training with empty Containers

- Driving and lifting functions in general
- Spreader-functions 20'/40', sideshift, middle positioning etc.
- Lock light functions
- Positioning of Containers from and to ground area

Phase III

- Loading/discharging from railway-platform
- Loading/discharging from truck and chassis
- Double stack in empty stock

Phase IV

Empty and full Containers 20' and 40'



- Loading and discharging direct between railway and truck
- Driving independently without trainers assistance
- Exactly positioning on marked angles
- Optimising of road distances- sharing long distances between truck and Reachstacker

Intermediate Step between Phase IV and V : recapitulation of technical checks and Safety Regulations

Phase V

- Independently building of an empty stock block storage of 8 Containers, double stack
- Manoeuvring on narrow space
- Lifts from second tiers over first tiers
- Triple stacks (experts only)
- Night training (experts only)
- Selection of drivers for further education as assistant trainers
- Special training for drivers with lower level of driving experience



Phase VI

- Practical examination
- Theoretical examination
- Evaluation of training course
- Conclusions
- Celebration of the handout of drivers certificates

Annex 4 - 2

Driver and Terminal Organisation Training in Poti

Driver Training Port of Poti

The training for operations personnel of the container terminal in the Port of Poti was conducted with special regard to future intermodal container handling. The training took place at the container yard which was set up and financed by means of the Tacis-Traceca Programme. The equipment with which the training was carried out were mainly two reach stackers for container handling. This equipment was also financed by Tacis - Traceca.

Members of Training Programme - 20.6.99 – 25.6.99

First Group	Second Group
Gagua Emsar	Gedenidze Nugsar
Jalagonia Murad	Gogia Chvitscha
Sarkua Eduard	Kwartzkelia Wachtang



In total 6 employees have been trained during this training.

Schedule of Training Lessons

Date	Time	Lesson	Location
Sunday, 20.06.	10.00 - 12.00	<ul style="list-style-type: none"> Introduction Preparation of equipment General Advices Fixing of schedule 	Training department
	13.00 - 16.00	<ul style="list-style-type: none"> safety regulations Operation instructions 	Training department
Monday, 21.06.	09.00 - 12.00	<ul style="list-style-type: none"> Practical Training 	Container Yard
	13.00 - 16.00	<ul style="list-style-type: none"> - " - 	- " -
	16.00 - 17.00	<ul style="list-style-type: none"> Maintenance Advice 	- " -
Tuesday, 22.06.	09.00 - 12.00	<ul style="list-style-type: none"> Practical Training 	Container Yard
	13.00 - 16.00	<ul style="list-style-type: none"> - " - 	- " -
	16.00 - 17.00	<ul style="list-style-type: none"> Recapitulation. of safety regulations 	- " -

Date	Time	Lesson	Location
Wednesday, 23.06.	09.00 - 12.00	• Practical Training	Container Yard
	13.00 - 15.00	• - " -	
	15.00 - 16.00	• General Advise on operational management	
Thursday, 24.06.	09.00 - 14.00	• Special training for assistants and lower level of drivers	Container Yard
	21.00 - 23.00	• Training of night operations	Container Yard
Friday, 25.06.	10.00 – 11.00	• Theoretical examination	Training department
	13.00 – 15.00	• Practical examination	Container Yard
	15.00 – 16.00	• Conclusion of trainings course and celebration for drivers certificates	Training department

A total of 38 lessons has been given to the container terminal operators.

Training Lessons in particular phases

During the training several special aspects have been trained. In the beginning a theoretical introduction with definition of the training schedule has been given and the objectives of the training discussed.

Further, the equipment has been studied. The functions in general as well as the technical maintenance and checking programme were explained.

Special regard was given to safety aspects. Safety regulation were explained and examples of realistic situations according to real operations given.

The terminal had been inspected with special attention to barriers, signs, traffic flow and surface damages and their consequences for the terminal equipment.

Practical Training

Preparation phase

- Checking of bolts, nuts, leaks, damages, lights, tyre-pressure, hydraulic systems
- Checking the content of all liquids (engine-,gear-,hydraulic-oil, cooling system, window-washer)
- Checking of all instruments in the cabin, explanation of warning lights and right scales of temperatures and pressures, hints for workshop-information in case of wrong items
- Hand out of instruction manual for all drivers (short form including some explanations in English / Russian)
- Starting of engine and first test of brake reaction

Phase I in practice

- Driving forward/backward, circles, bends without cargo
- Surrounding some barriers

- Forward/backward through barrel-gates (for being familiar with equipment dimensions)
- Brake-test from different speeds (estimation of drivers how long the braking distances are)
- Recapitulation of Safety-Regulations
- Estimation of angles where the drivers have no view of
- Avoiding of damaged surfaces which can hurt the tyres
- Examples of communication with other vehicle drivers at the Terminal



Phase II

Training with empty Containers

- Driving and lifting functions in general
- Spreader-functions 20'/40', sideshift, middle positioning etc.
- Lock light functions
- Positioning of Containers from and to ground area



Phase III

- Loading/discharging from railway-platform
- Loading/discharging from truck and chassis
- Double stack in empty stock



Phase IV

Empty and full Containers 20' and 40'

- Loading and discharging direct between railway and truck
- Driving independently without trainers assistance
- Exactly positioning on marked angles
- Optimising of road distances- sharing long distances between truck and Reachstacker

Intermediate Step between Phase IV and V : recapitulation of technical checks and Safety Regulations

Phase V

- Independently building of an empty stock block storage of 8 Containers, double stack
- Manoeuvring on narrow space
- Lifts from second tiers over first tiers
- Triple stacks (experts only)
- Night training (experts only)
- Selection of drivers for further education as assistant trainers
- Special training for drivers with lower level of driving experience

Phase VI

- Theoretical examination
 1. What has the driver pay attention to during his work on the terminal (minimum 3 examples)
 2. What does the driver have to check on the equipment before the start of the work?.
 3. Explain the particularities of container stacking and give a graphical example of a container stack of 20' containers in 4 rows
 4. Explain the meaning of the light signals (2^x yellow and red).
 5. Practical expample. Explain the interrelationship of the driver of a Reachstacker and the driver of a forklift during the loading of railway wagons / platforms with containers (3 x 20') in detail.



Annex 4 - 3

Marketing Seminar for the Port of Poti

Marketing Seminar for the Commercial and Marketing Department of the Port of Poti

16 - 20 February 1999

Contents of the Seminar

In the beginning of the seminar the participants were introduced into the basic ideas of marketing. The following topics were discussed:

- Basic means of marketing
- Calculation of transport chains with examples of pricing
- Contacts with clients and their documentation
- Statistics of commodities and market analysis
- Co-operation with partners in the transport chain

After this general introduction the participants were introduced to the idea and practical work of the Traceca corridor and its significance for the different modes of transport and the terminals.

Furthermore, lectures on means of marketing were given. The participants were acquainted with

- Market survey and market analysis
- Marketing strategies
- Price and tariff policies
- Analysis of competitors
- Acquisition of clients
 - commodity related
 - related to the transport area
 - related to the service and capacity

Also, the topic of determining and contacting partners and sub-contractors in the transport chain was discussed with the participants as well as the definition of the own area of work. Related to the definition of the own work the participants were familiarised with the necessity to develop a clearly defined business strategy and define the services they want to offer. The idea and definition of "Value Added Services" was also introduced.

During this seminar the subjects were mainly discussed in general and broad ideas were given. It showed that the participants were very eager to learn about modern marketing ideas but had so far themselves received very little training in this matter. Thus, they were rather inexperienced in practical marketing.

Annex 4 - 4

Training on Container Handling and Terminal Organisation for Terminal Personnel from Armenia in the Port of Poti

The training course for workers from the container terminal in Erevan was conducted in the port of Poti, with special regard to future intermodal container operations in Erevan on the terminal Karmin Blur. The training was conducted at the container terminal of the port of Poti, because container handling equipment is expected to arrive in Erevan only in the beginning of the year 2000. The equipment which was used for the training, 2 reachstackers and a truck with container chassis was made available by the port of Poti.



Participants of the training programme – 24.8.99 – 29.8.99

Group 1	Group 2
Ter-Karepatyan Nikogaes	Shaginyan Valeriy
Kondyan Erdzhanik	Saakyan Durik



Training Schedule

Date	Time	Lesson	Place
Tuesday, 24.08.	10.00 - 12.00	<ul style="list-style-type: none"> • Introduction • Preparation of the training • General conditions • Confirmation of the training plan 	Training room
	13.00 - 16.00	<ul style="list-style-type: none"> • Safety rules • Work regulations 	Training room
Wednesday, 25.08.	09.00 - 12.00	<ul style="list-style-type: none"> • Practical lessons 	Container yard
	13.00 - 16.00	<ul style="list-style-type: none"> • - " - 	- " -
	16.00 - 17.00	<ul style="list-style-type: none"> • Rules of operation 	- " -
Thursday, 26.08.	09.00 - 12.00	<ul style="list-style-type: none"> • Practical lessons 	Container yard

Date	Time	Lesson	Place
	13.00 - 16.00 16.00 - 17.00	<ul style="list-style-type: none"> • - “ - • Repetition of safety regulations 	- “ - - “ -
Friday, 27.08.	09.00 - 12.00 13.00 - 15.00 15.00 - 16.00	<ul style="list-style-type: none"> • Practical lessons • - “ - • General rules of the administration of work 	Container yard
Saturday, 28.08.	09.00 - 14.00 21.00 - 23.00	<ul style="list-style-type: none"> • Special exercises for the assistants and drivers of lower qualification • Training of night work 	Container yard Container yard
Sunday, 29.08.	10.00 – 11.00 13.00 – 15.00 15.00 – 16.00	<ul style="list-style-type: none"> • Theoretical examination • Practical examination • Final discussion and hand-over of certificates 	Training room Container yard Training room

Individual phases of the training plan

During the training course all aspects concerning the work at a container terminal were dealt with. In the beginning the schedule was confirmed and the topics explained.

As a next step the equipment was studied. The general functions of the equipment as well as the technical maintenance and control were explained.

Special attention was paid to the aspects of safety regulations. The safety regulations were analysed and examples which could occur during real work conditions were given.

Before the beginning of practical exercises the terminal was visited. Special attention was paid to barriers, covers of manholes, traffic signs, transport roads, electrical lines and cables and damages in the surfacing of the roads, and examples of possible impacts on the equipment of the terminal were given.

Practical lessons

Preparation phase

- Control of locks, couplings, damages, light, air and hydraulic systems.
- Control of the condition of all liquids (engine, gear box, hydraulic system, cooling system, window washing system)

- Control of the instruments in the driver's cabin, explanation of the meaning of the light signalisation and the rules of the level of temperature and pressure, information for repair workshops in case something does not work properly)
- Giving of written instruction to all drivers (short list of terms in English and Russian)
- Switching on of the engine and control of the brakes

Phase I

In practise

- Moving without cargo forwards/back, in a circle and serpentine
- Overcoming of hindrances
- Moving forwards/back through a gate build of palettes (to make the driver familiar with the size of the equipment)
- Control of brakes at different speed (in order to make the driver aware of the stopping distance)
- Repetition of safety regulations
- Assessment of the angle of restricted range of vision of the driver
- Driving around damaged surface, which might damage the tyres
- Examples of communication with other drivers at the terminal

Phase II

Exercise with empty containers

- General rules to lift and to drive with cargo
- Functions of the 20'/40' spreaders, side position of the spreader etc.
- Meaning of the light signals of the locks
- Position of the container in relation to the earth and the equipment



Phase III

- Loading / unloading of railway wagons
- Loading / unloading onto a truck and a chassis
- Double-stack of empty containers



Phase IV

Work with empty and full 20' and 40' containers

- Loading and discharging from the railway onto a truck
- Independent driving without the assistance of the trainer
- Precise positioning on a marked area
- Optimisation of driving ways – division of the ways between the truck and the reachstacker

Intermediate phase between phases IV and V : Repetition of aspects of technical control and safety regulations

Phase V

- Unaided stacking of 8 empty containers in a 4 rows stack
- Driving in a restricted area
- Lifting up to the 2nd tier over the first tier
- Stack of three containers (only for experts)
- Training in night conditions (only for experts)
- Selection of drivers as assistant trainers for future training
- Special exercises for drivers with little work experience

Phase VI

- Theoretical examination
 1. To what does the driver have to pay attention during the work on the terminal (minimum 3 examples).
 2. What does the driver have to check at this equipment before he starts to work.
 3. Explain the particularities of stacking containers and give a graphical example of a stack of 20' containers into four tiers.
 4. Explain the meaning of the light signals (2 yellow and the red one).
 5. Practical example. Explain in detail the interrelationship of the driver of the reachstacker and the driver of the truck during loading of a railway wagon / a container platform (3 x 20').
- Practical examination
 1. Checking of the equipment before the start of the work.
 2. Stacking of 4 containers into a stack.
 3. Loading and unloading of a 40' container on a chassis.
- Evaluation of the training course
- Hand-over of a certificate to the drivers.

Annex 4 - 5

Training on Container Handling and Terminal Organisation for Port Personnel of Aktau

Training on Container Handling and Terminal Organisation for Port Personnel of Aktau

The Port of Aktau is divided into three operations sections: one for general conventional cargo, one for containers and one for crude oil. In the training course for terminal personnel special emphasis was laid on efficient container terminal operations and management procedures. The training took place in the administration building of the port.

Members of Training Programme 18.11. – 23.11.1999

Name	Company	Position
Abylgazin, Talgat B.	Port of Aktau	Port-Director
Atyakshin, Vladimir V.	Port of Aktau	Chief Mechanical Engineer
Vorozheikin, Sergey Y.	Port of Aktau	Manager Marketing Department
Zhansugurov, Bolat A.	Port of Aktau	Marketing Manager
Sabirov, Askar K.	Port of Aktau	Freight Department
Ustenko, Sergey A.	Port of Aktau	Engineer Commercial Department
Ergaliev, Berik Sh.	Port of Aktau	Engineer Marketing Department
Vashenko, Viktor	Port of Aktau	Stevedoring Department
Novikov, Vasiliy A.	Port of Aktau	Technical Director
Meshkov, Juri G.	Port of Aktau	Operating Department

In total 10 employees have been trained during this training.
The training concept was based on the HPTI-Container-Terminal handbook customised to the Port of Aktau.



Schedule of Training Lessons

Date	Time	Lesson	Location
Thursday, 18.11.	14.00 - 15.00	Discussing training with senior managers	Port Headquarter
	15.00 - 18.00	<ul style="list-style-type: none"> TACIS and Traceca Principles of containerisation Types of Containers 	Marketing department
Friday, 19.11.	09.00 - 12.00	<ul style="list-style-type: none"> Organisational structure 	-“-
	13.00 - 15.00	<ul style="list-style-type: none"> Documentation and Operational procedures (Yard internal operations) 	-“-
	15.00 – 18.00	<ul style="list-style-type: none"> Interchange Container Yard 	-“-
Saturday, 20.12.	09.00 – 12.00	<ul style="list-style-type: none"> Marketing principles 	-“-
Monday, 22.11.	09.00 – 12.00	<ul style="list-style-type: none"> Marketing principles 	-“-
	13.00 – 15.00	<ul style="list-style-type: none"> Sales principles 	-“-
	15.00 – 18.00	<ul style="list-style-type: none"> Cost accounting procedures Tariff structure 	-“-
Tuesday 23.11	09.00 – 10.00	<ul style="list-style-type: none"> Conclusion of training course and celebration for certificates 	-“-

A total of 24 lessons has been given to the container terminal operators.

Training Lessons in particular phases

Special attention was paid to the execution of all activities in connection with handling of containers on the terminal and the execution of container transports. Especially the planning of operation and handling of empty and loaded containers, the necessary equipment as well as control and invoicing of the services provided was taken into account.

Chapter 0 Introduction:

Preparation, analysis of the existing situation:

- Visit to the terminal with discussion about the specific situation
 - Terminal facilities and equipment
 - General cargo and container sections
 - Warehouses and workshops
- Discussion of the condition of facilities and equipment and possibilities of optimisation of work procedures



3. TACIS and Traceca;

- Economical possibilities of the TRACECA-Route and its significance for the container transport in the Caucasus and in Central Asia.

4. Principles of containerisation;

- Development of principles of worldwide container traffic.
- Explanation of the functions of a container terminal.
- Introduction to different handling technologies and equipment in container transport on the example of German operations companies



5. Types of Containers

- Types of containers according to their size (20' and 40'), explanation of the English measurements (foot, inch).
- Types of containers according to their utilisation (standard, insulated, ventilated, reefer, open top, flat, open side, tank, bulk, platform).
- ISO-Code.

Chapter 1 Organisational structure

- Description of responsibilities, activities, relation to other units and personnel requirements of each organisational unit;
- Description of the main occupations required for efficient operation of the CT.

Chapter 2 Documentation

Documentation shows the documentation flow how it is practised nowadays, and how it would be practised in the beginning operation phase.

Chapter 3 Operational procedures for handling containers and related break-bulk cargoes:

1. Yard internal operations to receive, store and deliver containers;

Responsibilities

- Planning all operational activities on the CTB within the Container Yard Operations,
- All operational container activities on the Terminal, excluding CFS for LCL containers and stuffing and stripping of FCL containers,
- To maintain accurate and reliable information on every container under their jurisdiction at any time, including information on containers that have passed the Terminal,
- Proper organisation of the available storage area taking into consideration full containers, empty containers, refrigerated containers and containers with dangerous goods.

Activities

- Reception and delivery of containers,

- Storage of containers,
- Operational procedures, such as:
 - Number of containers and load/discharge sequence from the different modes of transport,
 - Number of containers and sequence to be transferred within the CTB,
 - Type and number of equipment to be employed in yard operations,
 - Manpower allocation.



Relation to other Units

- The head of this organisational unit is responsible directly to the Container Terminal Director,
- Under his jurisdiction are two groups:
 - Interchange
 - Container Yard.

2. Interchange

Responsibilities

- to check each individual container which arrives or leaves the Container Terminal,
- to provide an accurate Interchange Receipt, to avoid later deduction of responsibilities from third parties,
- to extend an Interchange Receipt for each container and obtain the signature of the person bringing or taking individual containers.

Activities

- Proper receipt and delivery of containers to and from hinterland destinations outside the Port, including comprehensive data collection for information and documentation,
- Careful control of documentation accompanying the container,
- Inspection of physical conditions of containers, outside and inside (if empty) when the container arrives or leaves the jurisdiction of the Container Terminal,
- Control of container seals and seal numbers,
- Removal of invalid labels from the containers and attachment of required labels, e.g. IMDG labels and container identification stickers,
- Preparation and delivery of Interchange Reports showing the results of the inspection.

Relation to other Units

- The head of the Container Yard Operations heads this Group,
- Data must be continually exchanged with the Computer Input Group, which receives all required container data, and from which the printed Interchange Receipt is obtained,
- Continuously documentation exchange for incoming and outgoing containers with the Documentation Control Group

3. Container Yard

Responsibilities

- Correct and careful handling of containers which are received and dispatched by rail or truck,

- Proper storage of the container in predetermined areas,
- Planning and execution of all container movements within terminal area,
- Co-ordination with Operation Division of the terminal in order to determine additional of storage space in case of need.

Activities

- Discharging and loading of trucks and railway cars,
- Storage of containers in predetermined areas: special handling of special containers such as dangerous goods or refrigerated cargo,
- Tallying of containers received and delivered in the yard,
- Execute internal moves of containers whenever required,
- Information about the exact location of each container to the Computer Input Group in order to keep yard plans continuously up-dated,
- Maintain yard cleanliness.

Relation to other Units

- Continuous data exchange by wire or radio link with the Computer Input Group about actual storage positioning of each individual container delivered or moved within the yard,
- Co-ordination with the Personnel and Equipment Disposition Group for daily requirements of handling equipment and respective operators.

4. Drivers training for container handling equipment could not be executed (Heavy forklift, Reach Stacker), because there were no containers available.

Chapter 4 Marketing and Sales principles.

Participants were asked to write down what they personally were doing for the customers. This introduction to marketing thinking is necessary to stress that everybody in the company is responsible for marketing thinking and not only a special department.

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples and the participants were requested to define the existing and potential segments and target groups for their company.

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

- Product Mix (Defining the **Product plus** of **Aktau Port**, core business and additional services)
- Promotion Mix (Advertising, Personal selling, Public relations, Stake Holder Mapping),
- Price Mix ("Right" price and the triangle of "Right" price, Discounts, Types of financing),
- Place Mix ("Pipeline" to the client).
- Introduction into "Guerilla Marketing"

The different definitions were always explained in detail, participants were always requested to identify the corresponding positions, identifications or definitions for their company. (e.g. internal and external Stake Holders)

Chapter 5 Container Terminal Information System

Description of a Container Terminal Information System with the basic functions of each module including the aspects of reporting and management information.

1. Gate

- **Pre-Arrival Information** (via Remote Access, Internet or EDI)
- **Gate In**
- **Container Basic Data**
 - container no. (automated check digit control)
 - damages details, condition, seals, weights
 - operator (shipping line), service/consortium
- **IMO** details
- **Reefer** and temperature controlled cargo
- **Over-dimensions**
- **Cargo** details and commodity codes
- **Export Information**
- **Gate Out** with time stamp
- Print of **Equipment Interchange Receipt** + various status Reports
- Print and transmission of **Gate In and Gate Out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

2. Rail

- Definition of **trains**
- **Planning** of containers for the train
- Confirming **arrival and departure** of trains
- Monitoring of **arrival and departure details**
- Administration of rail **documents**
- **Monitoring** of announced **containers**
- Printing of loading and discharge **lists**
- Print and transmission of **gate in and gate out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

3. Yard Control

- Yard activity monitors (receipt, delivery, loading, discharge ...)
- Definition of slot attributes (reefer plug, under construction, nearest holding point)
- Single slot administration
- Container inventory
- Container history
- Reefer monitoring
- Activity sequence checks
- Truck roundtrip monitoring
- Yard reports (e.g. Occupancy reports, stocks ...)

4. CFS – Stripping and Stuffing

The CFS Container Freight Station Module supports the stuffing and stripping of containers. General cargo can be loaded in containers and filed parcel by parcel. Different kinds of packing can be assigned and individual weights listed. The contents of an individual package can even be filed (e.g. boxes in a carton). Stripping and stuffing orders can be processed and container-packing lists printed. The status of the stripping or stuffing process is monitored as well.

5. Management Information

- Empty Containers
- Damaged Containers
- Reports per Operator
- Stock Evaluation
- Stock Summary

Chapter 6 Cost accounting procedures:

- Basic cost element accounting;
- Basic cost centre accounting;
- How to prepare operating reports and calculations.

The following costs and the influence and importance of this costs were presented and in examples explained:

- Fixed cost
- Variable cost
- Total cost
- Fix cost depression

In addition, the Break Even Point and the Profit was subject of the training. Formulas and graphics/illustration as well as practical examples illustrated the subject. The relation between costs, utilisation and cost structure to marketing and promotion were explained by examples of the company "PHILIPPS".

Chapter 7 Tariff structure

Tariff structure giving the basic structure of a tariff and how to calculate the cost of an individual procedure to define a realistic price.

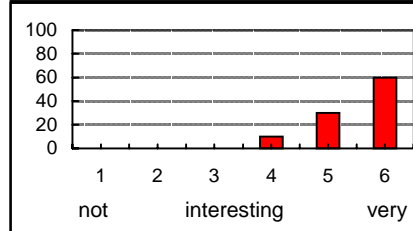


Evaluation Port of Aktau
Container Handling and Terminal Management and Organisation
18 - 25 November 1999

Participants: 10

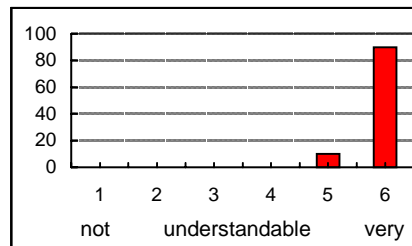
Was the contents of the course interesting?

Answers: 10



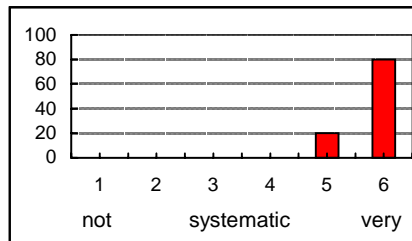
Was the subject presented in an understandable way?

Answers: 10



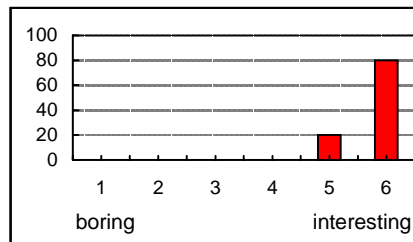
Was the lecture systematic?

Answers: 10



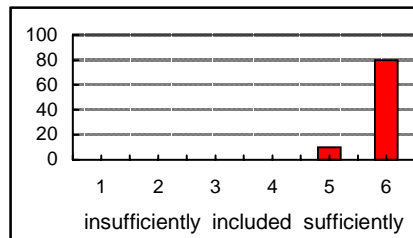
How did you like the style of presentation?

Answers: 10



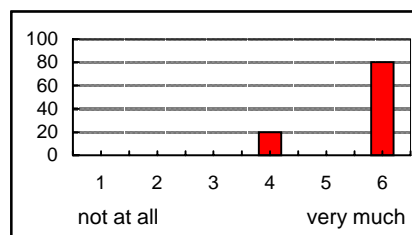
How did the lecturer include the participants?

Answers: 9



Did you gain any new knowledge?

Answers: 10



Annex 4 - 6

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Almaty I / Almaty

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Almaty I / Almaty

In the training course for terminal personnel special emphasis was laid on efficient container terminal operations and management procedures. The training took place in the administration building of the terminal.

Participants of the Training Programme 23.11 –27.11.1999

Name	Organisation	Position
Tursunbaeva Gulsara Kerimsheevna	Terminal Almaty I	Bookkeeping department
Kobelenov Shenis Omirtaevitch	Terminal Almaty I	Operations Manager
Shukurbaev Askar Abdubekovitch	Terminal Almaty I	EDP - Department
Kolesova Vera Yurievna	Terminal Almaty I	Interchange I
Lukina Olga Borisovna	Terminal Almaty I	Interchange I
Berekbaeva Gulnara	Terminal Almaty I	Interchange I
Ushakov Aleksey	Terminal Almaty I	EDP - Department
Kuanov Talgat	Terminal Almaty I	Technical Department
Kharabekov Talim	Terminal Almaty I	Interchange II
Akhikeev Turekan	Terminal Almaty I	Interchange II
Abdrakhliev Beken	Terminal Almaty I	Interchange II



Schedule of Training Lessons

Date	Time	Lesson	Location
Tuesday, 23.11.	17.00 - 18.00	Discussing training with senior managers	Training department
Wednesday, 24.11.	09.00 - 12.00	<ul style="list-style-type: none"> TACIS and Traceca Principles of containerisation Types of Containers 	-“-
	13.00 - 15.00	<ul style="list-style-type: none"> Organisational structure 	-“-
	15.00 - 18.00	<ul style="list-style-type: none"> Documentation and Operational procedures (Yard internal operations) 	-“-
Thursday, 25.12.	09.00 – 12.00	<ul style="list-style-type: none"> Interchange Container Yard 	-“-
	13.00 – 15.00	<ul style="list-style-type: none"> Marketing principles 	-“-
	15.00 – 17.00	<ul style="list-style-type: none"> Marketing principles 	-“-
Friday, 26.11.	09.00 – 12.00	<ul style="list-style-type: none"> Sales principles 	-“-
	13.00 – 15.00	<ul style="list-style-type: none"> Cost accounting procedures 	-“-
	15.00 – 17.00	<ul style="list-style-type: none"> Tariff structure 	-“-
Saturday 27.11	09.00 – 10.00	<ul style="list-style-type: none"> Conclusion of training course and celebration for certificates 	-“-

A total of 24 lessons has been given to the container terminal operators.

Training Lessons in particular phases

Special attention was paid to the execution of all activities in connection with handling of containers on the terminal and the execution of container transports. Especially the planning of operation and handling of empty and loaded containers, the necessary equipment as well as control and invoicing of the services provided was taken into account.

Chapter 0 Introduction:

Preparation, analysis of the existing situation:

- Visit to the terminal with discussion about the specific situation
 - Terminal facilities and equipment
 - General cargo and container sections
 - Warehouses and workshops



2. Discussion of the condition of facilities and equipment and possibilities of optimisation of work procedures
3. TACIS and Traceca;
 - Economical possibilities of the TRACECA-Route and its significance for the container transport in the Caucasus and in Central Asia.
4. Principles of containerisation;
 - Development of principles of worldwide container traffic.
 - Explanation of the functions of a container terminal.
 - Introduction to different handling technologies and equipment in container transport on the example of German operations companies
5. Types of Containers
 - Types of containers according to their size (20' and 40'), explanation of the English measurements (foot, inch).
 - Types of containers according to their utilisation (standard, insulated, ventilated, reefer, open top, flat, open side, tank, bulk, platform).
 - ISO-Code.



Chapter 1 Organisational structure

- Description of responsibilities, activities, relation to other units and personnel requirements of each organisational unit;
- Description of the main occupations required for efficient operation of the CT.

Chapter 2 Documentation

Documentation shows the documentation flow how it is practised nowadays, and how it would be practised in the beginning operation phase.



Chapter 3 Operational procedures for handling containers and related break-bulk cargoes:

1. Yard internal operations to receive, store and deliver containers;

Responsibilities

- Planning all operational activities on the CTB within the Container Yard Operations,
- All operational container activities on the Terminal, excluding CFS for LCL containers and stuffing and stripping of FCL containers,
- To maintain accurate and reliable information on every container under their jurisdiction at any time, including information on containers that have passed the Terminal,
- Proper organisation of the available storage area taking into consideration full containers, empty containers, refrigerated containers and containers with dangerous goods.



Activities

- Reception and delivery of containers,
- Storage of containers,
- Operational procedures, such as:
 - Number of containers and load/discharge sequence from the different modes of transport,
 - Number of containers and sequence to be transferred within the CTB,
 - Type and number of equipment to be employed in yard operations,
 - Manpower allocation.

Relation to other Units

- The head of this organisational unit is directly responsible to the Container Terminal Director,
- Under his jurisdiction are two groups:
 - Interchange
 - Container Yard.

2. Interchange

Responsibilities

- to check each individual container which arrives or leaves the Container Terminal,
- to provide an accurate Interchange Receipt, to avoid later deduction of responsibilities from third parties,
- to extend an Interchange Receipt for each container and obtain the signature of the person bringing or taking individual containers.

Activities

- Proper receipt and delivery of containers to and from hinterland destinations outside the Port, including comprehensive data collection for information and documentation,
- Careful control of documentation accompanying the container,
- Inspection of physical conditions of containers, outside and inside (if empty) when the container arrives or leaves the jurisdiction of the Container Terminal,
- Control of container seals and seal numbers,
- Removal of invalid labels from the containers and attachment of required labels, e.g. IMDG labels and container identification stickers,
- Preparation and delivery of Interchange Reports showing the results of the inspection.

Relation to other Units

- The head of the Container Yard Operations is responsible for this Group,
- Data must be continually exchanged with the Computer Input Group, which receives all required container data, and from which the printed Interchange Receipt is obtained,
- Continuously documentation exchange for incoming and outgoing containers with the Documentation Control Group

3. Container Yard

Responsibilities

- Correct and careful handling of containers which are received and dispatched by rail or truck,
- Proper storage of the container in predetermined areas,
- Planning and execution of all container movements within terminal area,
- Co-ordination with Operation Division of the terminal in order to determine additional of storage space in case of need.

Activities

- Discharging and loading of trucks and railway cars,
- Storage of containers in predetermined areas: special handling of special containers such as dangerous goods or refrigerated cargo,
- Tallying of containers received and delivered in the yard,
- Execute internal moves of containers whenever required,
- Information about the exact location of each container to the Computer Input Group in order to keep yard plans continuously up-dated,
- Maintain yard cleanliness.



Relation to other Units

- Continuous data exchange by wire or radio link with the Computer Input Group about actual storage positioning of each individual container delivered or moved within the yard,
- Co-ordination with the Personnel and Equipment Disposition Group for daily requirements of handling equipment and respective operators.

Chapter 4 Marketing and Sales principles.

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples and the participants were requested to define the existing and potential segments and target groups for their company.

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

- Product Mix (Defining the **Product plus** of **Terminal Almat I**, core business and additional services)
- Promotion Mix (Advertising, Personal selling, Public relations , Stake Holder Mapping),
- Price Mix ("Right" price and the triangle of "Right" price, Discounts, Types of financing),
- Place Mix ("Pipeline" to the client).

- Introduction into “Guerilla Marketing (Marketing “Partisanski”)

Chapter 5 Container Terminal Information System

Introduction of a possible Container Terminal Information System (CTIS).

1. Gate

- **Pre-Arrival Information** (via Remote Access, Internet or EDI)
- **Gate In**
- **Container Basic Data**
 - container no. (automated check digit control)
 - damages details, condition, seals, weights
 - operator (shipping line), service/consortium
- **IMO** details
- **Reefer** and temperature controlled cargo
- **Over-dimensions**
- **Cargo** details and commodity codes
- **Export Information**
- **Gate Out** with time stamp
- Print of **Equipment Interchange Receipt** + various status Reports
- Print and transmission of **Gate In and Gate Out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

2. Rail

- Definition of **trains**
- **Planning** of containers for the train
- Confirming **arrival and departure** of trains
- Monitoring of **arrival and departure details**
- Administration of rail **documents**
- **Monitoring** of announced **containers**
- Printing of loading and discharge **lists**
- Print and transmission of **gate in and gate out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

3. Yard Control

- Yard activity monitors (receipt, delivery, loading, discharge ...)
- Definition of slot attributes (reefer plug, under construction, nearest holding point)
- Single slot administration
- Container inventory
- Container history
- Reefer monitoring
- Activity sequence checks
- Truck roundtrip monitoring
- Yard reports (e.g. Occupancy reports, stocks ...)

4. CFS – Stripping and Stuffing

The CFS Container Freight Station Module supports the stuffing and stripping of containers. General cargo can be loaded in containers and filed parcel by parcel. Different kinds of packing can be assigned and individual weights listed. The contents of an individual package can even be filed (e.g. boxes in a carton). Strip-

ping and stuffing orders can be processed and container-packing lists printed. The status of the stripping or stuffing process is monitored as well.

5. Management Information

- Empty Containers
- Damaged Containers
- Reports per Operator
- Stock Evaluation
- Stock Summary

Chapter 6 Cost accounting procedures:

- Basic cost element accounting;
- Basic cost centre accounting;
- How to prepare operating reports and calculations.

The following costs and the influence and importance of this costs were presented and in examples explained:

- Fixed cost
- Variable cost
- Total cost
- Fix cost depression

In addition, the Break Even Point and the Profit was subject of the training. Formulas and graphics/illustration as well as practical examples have made the subject very clear. The relation between costs, utilisation and cost structure to marketing and promotion were explained by examples of the company "PHILIPPS".

Chapter 7 Tariff structure

Tariff structure giving the basic structure of a tariff and how to calculate the cost of an individual procedure to define a realistic price.

Annex 4 - 7

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Kedentransservice / Chimkent

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Kedentransservice / Chimkent

The Container Terminal Kedentransservice is divided into two operations sections: one for general conventional cargo and one for containers. The participants of the training course are in charge for both sections. In the training course for terminal personnel special emphasis was laid on efficient container terminal operations and management procedures. The training took place in the administration building of the terminal.

Participants of the Training Programme 02.12– 05.12.1999

Name	Organisation/Company	Position
Tuganbekov Bolambek Bayadilovitch	Kedentrans	Terminal Director
Sergeeva Elena Gennadievna	Kedentrans	Bookkeeping Department
Tashkaraev Kairat Turekhanovitch	Kedentrans	Commercial Department
Arkhabaev Mukhtar	Kedentrans	Commercial Department
Bektaev Ershan Akhmetovitch	Kedentrans	Commercial Department
Baishanov Orynbasar Auesovitch	Terminal Chimkent	Director of Station
Epifanova Taisia Sakharovna	Terminal Chimkent	Interchange
Perfilyeva Nadezhda Georgievna	Terminal Chimkent	Interchange
Sugirbaeva Rakhima Rakhimberdievna	Terminal Chimkent	Interchange

The training concept was based on the HPTI-Container-Terminal handbook customised to Kedentransservice.

Schedule of Training Lessons

Date	Time	Lesson	Location
Thursday, 02.12.	09.00 - 10.00	Discussing training with senior managers	Terminal Kedentransservice
	10.00 - 12.00	<ul style="list-style-type: none"> TACIS and Traceca Principles of containerisation Types of Containers 	Terminal Kedentransservice
	13.00 - 15.00	<ul style="list-style-type: none"> Organisational structure 	-“-
	15.00 - 18.00	<ul style="list-style-type: none"> Documentation and Operational procedures (Yard internal operations) 	-“-
Friday, 03.12.	09.00 – 12.00	<ul style="list-style-type: none"> Interchange Container Yard 	-“-

Date	Time	Lesson	Location
	13.00 – 15.00	• Marketing principles	-“-
	15.00 – 18.00	• Marketing principles	-“-
Saturday, 04.12.	09.00 – 12.00	• Sales principles	-“-
		• Cost accounting procedures • Tariff structure	-“-
Sunday, 05.12.	09.00 – 10.00	• Conclusion of training course and celebration for certificates	-“-

A total of 20 lessons has been given to the container terminal operators.

Training Lessons in particular phases

Special attention was paid to the execution of all activities in connection with handling of containers on the terminal and the execution of container transports. Especially the planning of operation and handling of empty and loaded containers, the necessary equipment as well as control and invoicing of the services provided was taken into account.

Chapter 0 Introduction:

Preparation, analysis of the existing situation:

1. Visit to the terminal with discussion about the specific situation
 - Terminal facilities and equipment
 - General cargo and container sections
 - Warehouses and workshops
2. Discussion of the condition of facilities and equipment and possibilities of optimisation of work procedures
3. TACIS and Traceca;
 - Economical possibilities of the TRACECA-Route and its significance for the container transport in the Caucasus and in Central Asia.
4. Principles of containerisation;
 - Development of principles of world-wide container traffic.
 - Explanation of the functions of a container terminal.
 - Introduction to different handling technologies and equipment in container transport on the example of German operations companies
5. Types of Containers
 - Types of containers according to their size (20' and 40'), explanation of the English measurements (foot, inch).
 - Types of containers according to their utilisation (standard, insulated, ventilated, reefer, open top, flat, open side, tank, bulk, platform).
 - ISO-Code.

Chapter 1 Organisational structure

- Description of responsibilities, activities, relation to other units and personnel requirements of each organisational unit;
- Description of the main occupations required for efficient operation of the CT.

Chapter 2 Documentation

Documentation shows the documentation flow how it is practised nowadays, and how it would be practised in the beginning operation phase.

Chapter 3 Operational procedures for handling containers and related break-bulk cargoes:

1. Yard internal operations to receive, store and deliver containers;

Responsibilities

- Planning all operational activities on the CTB within the Container Yard Operations,
- All operational container activities on the Terminal, excluding CFS for LCL containers and stuffing and stripping of FCL containers,
- To maintain accurate and reliable information on every container under their jurisdiction at any time, including information on containers that have passed the Terminal,
- Proper organisation of the available storage area taking into consideration full containers, empty containers, refrigerated containers and containers with dangerous goods.

Activities

- Reception and delivery of containers,
- Storage of containers,
- Operational procedures, such as:
 - Number of containers and load/discharge sequence from the different modes of transport,
 - Number of containers and sequence to be transferred within the CTB,
 - Type and number of equipment to be employed in yard operations,
 - Manpower allocation.

Relation to other Units

- The head of this organisational unit is responsible directly to the Container Terminal Director,
- Under his jurisdiction are two groups:
 - Interchange
 - Container Yard.

2. Interchange

Responsibilities

- to check each individual container which arrives or leaves the Container Terminal,
- to provide an accurate Interchange Receipt, to avoid later deduction of responsibilities from third parties,
- to extend an Interchange Receipt for each container and obtain the signature of the person bringing or taking individual containers.

Activities

- Proper receipt and delivery of containers to and from hinterland destinations outside the Port, including comprehensive data collection for information and documentation,

- Careful control of documentation accompanying the container,
- Inspection of physical conditions of containers, outside and inside (if empty) when the container arrives or leaves the jurisdiction of the Container Terminal,
- Control of container seals and seal numbers,
- Removal of invalid labels from the containers and attachment of required labels, e.g. IMDG labels and container identification stickers,
- Preparation and delivery of Interchange Reports showing the results of the inspection.

Relation to other Units

- The head of the Container Yard Operations is in charge of this group,
- Data must be continually exchanged with the Computer Input Group, which receives all required container data, and from which the printed Interchange Receipt is obtained,
- Continuously documentation exchange for incoming and outgoing containers with the Documentation Control Group

3. Container Yard

Responsibilities

- Correct and careful handling of containers which are received and dispatched by rail or truck,
- Proper storage of the container in predetermined areas,
- Planning and execution of all container movements within terminal area,
- Co-ordination with Operation Division of the terminal in order to determine additional of storage space in case of need.

Activities

- Discharging and loading of trucks and railway cars,
- Storage of containers in predetermined areas: special handling of special containers such as dangerous goods or refrigerated cargo,
- Tallying of containers received and delivered in the yard,
- Execute internal moves of containers whenever required,
- Information about the exact location of each container to the Computer Input Group in order to keep yard plans continuously up-dated,
- Maintain yard cleanliness.

Relation to other Units

- Continuous data exchange by wire or radio link with the Computer Input Group about actual storage positioning of each individual container delivered or moved within the yard,
- Co-ordination with the Personnel and Equipment Disposition Group for daily requirements of handling equipment and respective operators.

4. Drivers training (Heavy forklift, Reach Stacker) could not be executed because there was no equipment available.

Chapter 4 Marketing and Sales principles.

Participants were asked to write down what they personally were doing for the customers. This introduction to marketing thinking is necessary to stress that everybody in the company is responsible for marketing thinking and not only a special department.

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples and the participants were requested to define the existing and potential segments and target groups for their company.

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

- Product Mix (Defining the **Product plus** of **Terminal Kedentransservice**, core business and additional services)
- Promotion Mix (Advertising, Personal selling, Public relations, Stake Holder Mapping),
- Price Mix ("Right" price and the triangle of "Right" price, Discounts, Types of financing),
- Place Mix ("Pipeline" to the client).
- Introduction into "Guerilla Marketing"

The different definitions were explained in detail, participants were always requested to identify the corresponding positions, identifications or definitions for their companies. (e.g. internal and external Stake Holders)

Chapter 5 Container Terminal Information System

Introduction of a possible Container Terminal Information System with the basic functions of each module including the aspects of reporting and management information.

1. Gate

- **Pre-Arrival Information** (via Remote Access, Internet or EDI)
- **Gate In**
- **Container Basic Data**
 - container no. (automated check digit control)
 - damages details, condition, seals, weights
 - operator (shipping line), service/consortium
- **IMO** details
- **Reefer** and temperature controlled cargo
- **Over-dimensions**
- **Cargo** details and commodity codes
- **Export Information**
- **Gate Out** with time stamp
- Print of **Equipment Interchange Receipt** + various status Reports
- Print and transmission of **Gate In and Gate Out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

2. Rail

- Definition of **trains**
- **Planning** of containers for the train
- Confirming **arrival and departure** of trains
- Monitoring of **arrival and departure details**
- Administration of rail **documents**
- **Monitoring** of announced **containers**
- Printing of loading and discharge **lists**
- Print and transmission of **gate in and gate out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

3. Yard Control

- Yard activity monitors (receipt, delivery, loading, discharge ...)
- Definition of slot attributes (reefer plug, under construction, nearest holding point)
- Single slot administration
- Container inventory
- Container history
- Reefer monitoring
- Activity sequence checks
- Truck roundtrip monitoring
- Yard reports (e.g. Occupancy reports, stocks ...)

4. CFS – Stripping and Stuffing

The CFS Container Freight Station Module supports the stuffing and stripping of containers.

5. Management Information

- Empty Containers
- Damaged Containers
- Reports per Operator
- Stock Evaluation
- Stock Summary

Annex 4 - 8

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Tashkent / Toi Tepa

Participants of the training programme on Terminal Organisation and Marketing / Business Development– 09.12.99 – 11.12.99

Terminal Management and Organisation

The container terminal Toi Tepa is divided into two operations sections: one for general conventional cargo and one for containers. The participants of the training course are in charge for both sections. In the training course for terminal personnel special emphasis was laid on efficient container terminal operations and management procedures. The training took place in the administration building of the terminal.

Name	Organisation / Position
Haitbai Akbarovitch Niasaliev	Terminal Manager
Gulnara Masbulanovna Kaldibaeva	Terminal Customs
Lubov Mikhailovna Iatchmeneva	Bookkeeping
Khusan Asimov	Interchange I
Abdulla Sharipov	Interchange I
Faisula Utenbergenov	Interchange II
Rustam Rusimatov	Interchange II
Abduganar Yabbaev	Interchangell



Training Schedule

Date	Time	Lesson	Location
Thursday, 09.12.	09.00 - 10.00	<ul style="list-style-type: none"> Visit to the terminal, discussion about situation on terminal 	Terminal Toitepa
	10.00 - 12.00	<ul style="list-style-type: none"> TACIS and Traceca Principles of containerisation Types of Containers 	Terminal Toitepa
	13.00 - 14.00	<ul style="list-style-type: none"> Organisational structure 	Terminal Toitepa
	14.00 - 16.00	<ul style="list-style-type: none"> Documentation and Operational procedures (Yard internal operations) 	Terminal Toitepa
	16.00 – 18.00	<ul style="list-style-type: none"> Interchange Container Yard 	Terminal Toitepa
Friday, 10.12.	09.00 – 12.00	<ul style="list-style-type: none"> Marketing principles 	Terminal Toitepa
	13.00 – 15.00	<ul style="list-style-type: none"> Marketing principles 	Terminal Toitepa
	15.00 – 18.00	<ul style="list-style-type: none"> Sales principles 	Terminal Toitepa
Saturday, 11.12.	09.00 – 12.00	<ul style="list-style-type: none"> Cost accounting procedures Tariff structure 	Terminal Toitepa
	12.00 – 13.00	<ul style="list-style-type: none"> Conclusion of training course and celebration for certificates 	Terminal Toitepa

Training Lessons in particular phases

Special attention was paid to the execution of all activities in connection with handling of containers on the terminal and the execution of container transports. Especially the planning of operation and handling of empty and loaded containers, the necessary equipment as well as control and invoicing of the services provided was taken into account.

Chapter 0 Introduction:

Preparation, analysis of the existing situation:

1. Visit to the terminal with discussion about the specific situation
 - Terminal facilities and equipment
 - General cargo and container sections
 - Warehouses and workshops



2. Discussion of the condition of facilities and equipment and possibilities of optimisation of work procedures
3. TACIS and Traceca;
 - Economical possibilities of the TRACECA-Route and its significance for the container transport in the Caucasus and in Central Asia.
4. Principles of containerisation;
 - Development of principles of worldwide container traffic.
 - Explanation of the functions of a container terminal.
 - Introduction to different handling technologies and equipment in container transport on the example of German operations companies
5. Types of Containers
 - Types of containers according to their size (20' and 40'), explanation of the English measurements (foot, inch).
 - Types of containers according to their utilisation (standard, insulated, ventilated, reefer, open top, flat, open side, tank, bulk, platform).
 - ISO-Code.



Chapter 1 Organisational structure

- Description of responsibilities, activities, relation to other units and personnel requirements of each organisational unit;
- Description of the main occupations required for efficient operation of the CT.

Chapter 2 Documentation

Documentation shows the documentation flow how it is practised nowadays, and how it would be practised in the beginning operation phase.

Chapter 3 Operational procedures for handling containers and related break-bulk cargoes:

1. Yard internal operations to receive, store and deliver containers;

Responsibilities

- Planning all operational activities on the CTB within the Container Yard Operations,
- All operational container activities on the Terminal, excluding CFS for LCL containers and stuffing and stripping of FCL containers,
- To maintain accurate and reliable information on every container under their jurisdiction at any time, including information on containers that have passed the Terminal,

- Proper organisation of the available storage area taking into consideration full containers, empty containers, refrigerated containers and containers with dangerous goods.

Activities

- Reception and delivery of containers,
- Storage of containers,
- Operational procedures, such as:
 - Number of containers and load/discharge sequence from the different modes of transport,
 - Number of containers and sequence to be transferred within the CTB,
 - Type and number of equipment to be employed in yard operations,
 - Manpower allocation.

Relation to other Units

- The head of this organisational unit is responsible directly to the Container Terminal Director,
- Under his jurisdiction are two groups:
 - Interchange
 - Container Yard.

2. Interchange

Responsibilities

- to check each individual container which arrives or leaves the Container Terminal,
- to provide an accurate Interchange Receipt, to avoid later deduction of responsibilities from third parties,
- to extend an Interchange Receipt for each container and obtain the signature of the person bringing or taking individual containers.

Activities

- Proper receipt and delivery of containers to and from hinterland destinations outside the Port, including comprehensive data collection for information and documentation,
 - Careful control of documentation accompanying the container,
 - Inspection of physical conditions of containers, outside and inside (if empty) when the container arrives or leaves the jurisdiction of the Container Terminal,
 - Control of container seals and seal numbers,
 - Removal of invalid labels from the containers and attachment of required labels, e.g. IMDG labels and container identification stickers,
 - Preparation and delivery of Interchange Reports showing the results of the inspection.

Relation to other Units

- The head of the Container Yard Operations heads this Group,
- Data must be continually exchanged with the Computer Input Group, which receives all required container data, and from which the printed Interchange Receipt is obtained,
- Continuously documentation exchange for incoming and outgoing containers with the Documentation Control Group

3. Container Yard

Responsibilities

- Correct and careful handling of containers which are received and dispatched by rail or truck,
- Proper storage of the container in predetermined areas,
- Planning and execution of all container movements within terminal area,
- Co-ordination with Operation Division of the terminal in order to determine additional of storage space in case of need.

Activities

- Discharging and loading of trucks and railway cars,
- Storage of containers in predetermined areas: special handling of special containers such as dangerous goods or refrigerated cargo,
- Tallying of containers received and delivered in the yard,
- Execute internal moves of containers whenever required,
- Information about the exact location of each container to the Computer Input Group in order to keep yard plans continuously up-dated,
- Maintain yard cleanliness.

Relation to other Units

- Continuous data exchange by wire or radio link with the Computer Input Group about actual storage positioning of each individual container delivered or moved within the yard,
- Co-ordination with the Personnel and Equipment Disposition Group for daily requirements of handling equipment and respective operators.

4. Drivers training (Heavy forklift, Reach Stacker).

Chapter 4 Marketing and Sales principles.

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples (Microsoft, IBM) and the participants were requested to define the target groups for their companies.

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

- Product Mix (Product plus, Value, Package, Quality, Assortment, Advertising, Personal selling, Public relations and Promotion),
- Promotion Mix (Public Relation, Stake Holder Mapping),
- Price Mix ("Right" price and the triangle of "Right" price, Discounts, Types of financing),
- Place Mix ("Pipeline" to the client, One single place or several places).

The different definitions were always explained in detail, participants were always requested to identify the corresponding positions, identifications or definitions for their companies. (e.g. internal and external Stake Holders)

Chapter 5 Container Terminal Information System

Introduction of a possible Container Terminal Information System with the basic functions of each module including the aspects of reporting and management information.

1. Gate
 - **Pre-Arrival Information** (via Remote Access, Internet or EDI)
 - **Gate In**
 - **Container Basic Data**

- container no. (automated check digit control)
- damages details, condition, seals, weights
- operator (shipping line), service/consortium
- **IMO** details
- **Reefer** and temperature controlled cargo
- **Over-dimensions**
- **Cargo** details and commodity codes
- **Export Information**
- **Gate Out** with time stamp
- Print of **Equipment Interchange Receipt** + various status Reports
- Print and transmission of **Gate In and Gate Out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

2. Rail

- Definition of **trains**
- **Planning** of containers for the train
- Confirming **arrival and departure** of trains
- Monitoring of **arrival and departure details**
- Administration of rail **documents**
- **Monitoring** of announced **containers**
- Printing of loading and discharge **lists**
- Print and transmission of **gate in and gate out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

3. Yard Control

- Yard activity monitors (receipt, delivery, loading, discharge ...)
- Definition of slot attributes (reefer plug, under construction, nearest holding point)
- Single slot administration
- Container inventory
- Container history
- Reefer monitoring
- Activity sequence checks
- Truck roundtrip monitoring
- Yard reports (e.g. Occupancy reports, stocks ...)

4. CFS – Stripping and Stuffing

The CFS Container Freight Station Module supports the stuffing and stripping of containers. General cargo can be loaded in containers and filed parcel by parcel. Different kinds of packing can be assigned and individual weights listed. The contents of an individual package can even be filed (e.g. boxes in a carton). Stripping and stuffing orders can be processed and container-packing lists printed. The status of the stripping or stuffing process is monitored as well.

5. Management Information

- Empty Containers
- Damaged Containers
- Reports per Operator
- Stock Evaluation
- Stock Summary

Chapter 6 Cost accounting procedures:

- Basic cost element accounting;
- Basic cost centre accounting;
- How to prepare operating reports and calculations.

The following costs and the influence and importance of this costs were presented and in examples explained:

- Fixed cost
- Variable cost
- Total cost
- Fix cost digression

In addition, the Break Even Point and the Profit was subject of the training. Formulas and graphics/illustration as well as practical examples have made the subject very clear. The relation between costs, utilisation and cost structure to marketing and promotion were explained by examples of the companies "PHILIPPS".



Chapter 7 Tariff structure

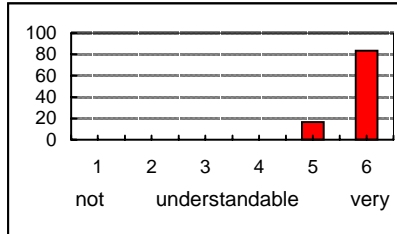
Tariff structure giving the basic structure of a tariff and how to calculate the cost of an individual procedure to define a realistic price.

Evaluation Container Terminal Toi Tepa
Container Handling and Terminal Management and Organisation
9 - 11 December 1999

Participants: 6

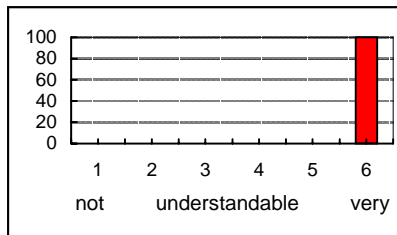
Was the contents of the course interesting?

Answers: 6



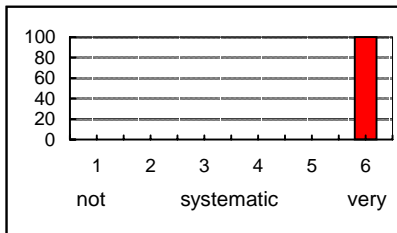
Was the subject presented in an understandable way?

Answers: 6



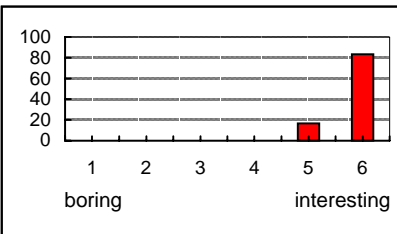
Was the lecture systematic?

Answers: 6



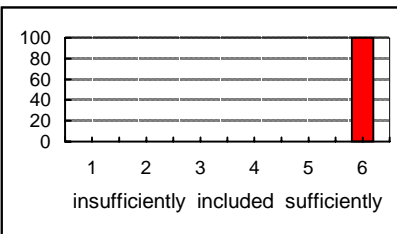
How did you like the style of presentation?

Answers: 6



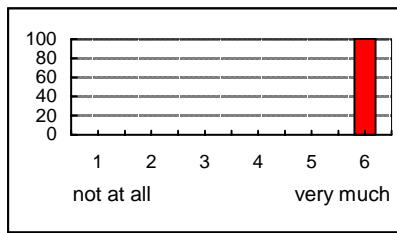
How did the lecturer include the participants?

Answers: 6



Did you gain any new knowledge?

Answers: 6



Annex 4 – 8.1

Driver and Terminal Organisation Training for Terminal Personnel at the Container Terminal Tashkent / Toi Tepa

Driver Training the Container Terminal Toi Tepa / Tashkent

The training for operations personnel of the container terminal Toi Tepa was conducted with special regard to future intermodal container handling. The training took place at the container yard. The equipment with which the training was carried out were heavy weight fork lifts BOSS G 36 4 CM for container handling.

Members of Training Programme 09.12.99 – 11.12.99

Name	Organisation	Position
Dilshar Utenov	Terminal Toi Tepa	Driver
Anvar Abdukayumov	Terminal Shumilova	Driver
Rashid Kurbanovitch Akhmedov	Terminal Shumilova	Driver

Schedule of Training Lessons

Date	Time	Lesson	Location
Thursday, 09.12.	09.00 - 12.00	<ul style="list-style-type: none"> • Introduction • Preparation of equipment • General Advices • Fixing of schedule • safety regulations • Operation instructions 	Adminstration building
	13.00 - 17.00	<ul style="list-style-type: none"> • Practical Training 	Container Yard
	17.00 - 18.00	<ul style="list-style-type: none"> • Maintenance Advice • General Advise on operational management 	
Friday, 10.12.	09.00 - 12.00	<ul style="list-style-type: none"> • Practical Training 	Container Yard
	13.00 - 17.00	<ul style="list-style-type: none"> • Practical Training 	Container Yard
	17.00 – 18.00	<ul style="list-style-type: none"> • Recapitulation. of safety regulations 	
Saturday, 11.12.	09.00 – 10.00	<ul style="list-style-type: none"> • Theoretical examination 	
	10.00 – 12.00	<ul style="list-style-type: none"> • Practical examination 	Container Yard
	12.00 – 13.00	<ul style="list-style-type: none"> • Conclusion of trainings course and celebration for drivers certificates 	

A total of 20 lessons has been given to the container terminal operators.

Training Lessons in particular phases

During the training several special aspects have been trained. In the beginning a theoretical introduction with definition of the training schedule has been given and the objectives of the training discussed.

Further, the equipment has been studied. The functions in general as well as the technical maintenance and checking programme were explained.

Special regard was given to safety aspects. Safety regulation were explained and examples of realistic situations according to real operations given.

The terminal had been inspected with special attention to barriers, signs, traffic flow and surface damages and their consequences for the terminal equipment.



Practical Training

Preparation phase

- Checking of bolts, nuts, leaks, damages, lights, tyre-pressure, hydraulic systems
- Checking the content of all liquids (engine-,gear-,hydraulic-oil, cooling system, window-washer)
- Checking of all instruments in the cabin, explanation of warning lights and right scales of temperatures and pressures, hints for workshop-information in case of wrong items
- Starting of engine and first test of brake reaction

Phase I in practice

- Driving forward/backward, circles, bends without cargo
- Surrounding some barriers
- Forward/backward through barrel-gates (for being familiar with equipment dimensions)
- Brake-test from different speeds (estimation of drivers how long the braking distances are)
- Recapitulation of Safety-Regulations
- Estimation of angles where the drivers have no view of
- Avoiding of damaged surfaces which can hurt the tyres
- Examples of communication with other vehicle drivers at the Terminal

Phase II

Training with empty Containers

- Driving and lifting functions in general
- Spreader-functions 20'/40', sideshift, middle positioning etc.
- Lock light functions
- Positioning of Containers from and to ground area

Phase III

- Loading/discharging from railway-platform
- Loading/discharging from truck and chassis
- Double stack in empty stock

Phase IV

Empty and full Containers 20' and 40'

- Loading and discharging direct between railway and truck
- Driving independently without trainers assistance
- Exactly positioning on marked angles
- Optimising of road distances- sharing long distances between truck and fork lift



Intermediate Step between Phase IV and V : recapitulation of technical checks and Safety Regulations

Phase V

- Independently building of an empty stock block storage of 8 Containers, double stack
- Manoeuvring on narrow space
- Triple stacks (experts only)
- Selection of drivers for further education as assistant trainers
- Special training for drivers with lower level of driving experience



Phase VI

- Theoretical examination
 1. What has the driver pay attention to during his work on the terminal (minimum 3 examples)
 2. What does the driver have to check on the equipment before the start of the work?.
 3. Explain the particularities of container stacking and give a graphical example of a container stack of 20' containers in 4 rows
 4. Explain the meaning of the light signals (green, yellow and red).

5. Practical example. Explain the interrelationship of the driver of a Reachstacker and the driver of a forklift during the loading of railway wagons / platforms with containers (3 x 20') in detail.

- Practical examination
 1. Control of the equipment before work.
 2. Stacking of 4^x containers.
 3. Loading and discharging of 40' containers on a platform.
- Evaluation of training course
- Conclusions
- Celebration of the handout of drivers certificates

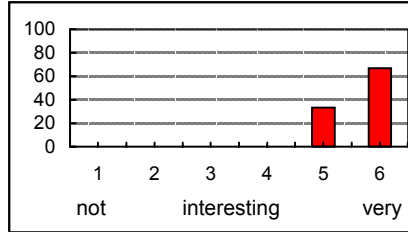


Evaluation Container Terminal Toi Tepa
Container Handling Equipment Training
9 - 11 December 1999

Participants: 3

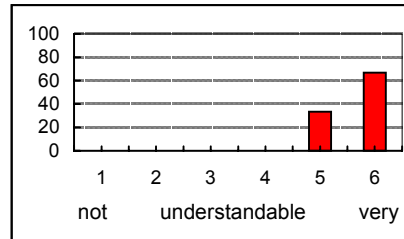
Was the contents of the course interesting?

Answers: 3



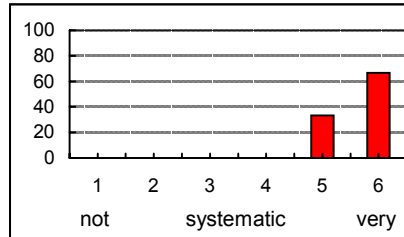
Was the subject presented in an understandable way?

Answers: 3



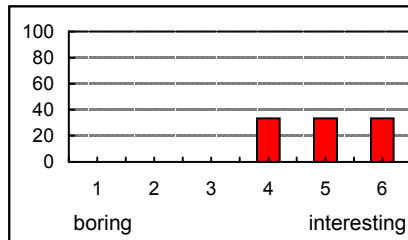
Was the lecture systematic?

Answers: 3



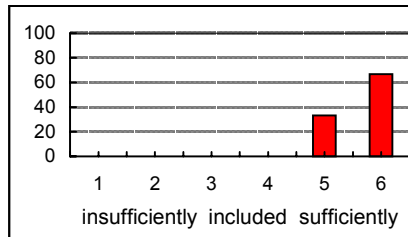
How did you like the style of presentation?

Answers: 3



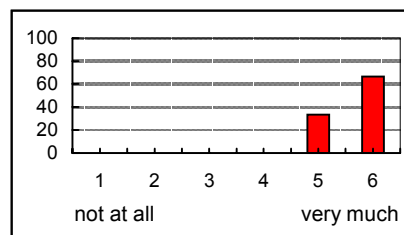
How did the lecturer include the participants?

Answers: 3



Did you gain any new knowledge?

Answers: 3



Annex 4 - 9

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Sergeli / Tashkent

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Sergeli / Tashkent

The container terminal Sergeli is divided into two operations sections: one for general conventional cargo and one for containers. The participants of the training course are in charge for both sections. In the training course for terminal personnel special emphasis was laid on efficient container terminal operations and management procedures. The training took place in the administration building of the terminal.

Members of Training Programme 13.12 – 15.12. 1999

Name	Company/Organisation	Position
Mirzakhudov Miralikh Umirsakovitch	Sergeli	Deputy Director
Ashirov Alim Anvorovitch	Sergeli	Head of Bookkeeping Department
Khusanov Salim Gashrovitch	Sergeli	Operations Manager
Tagirova Lilia Galifovna	Sergeli	Interchange
Tcherednikov Vladimir Mikhailovitch	Sergeli	Interchange
Matniyasov Zafir	Sergeli	Bookkeeping
Shanadinova Gulnara	Sergeli	Bookkeeping
Amanov Sh.	Sergeli	Crane Driver
Shermukhametov Nafir	Sergeli	Cargo Handler
Kamilov B.	Sergeli	Cargo Handler
Li Natalia	Sergeli	Interchange

In total 11 employees have been trained during this training.

The training concept was based on the HPTI-Container-Terminal handbook customised to Sergeli.

Schedule of Training Lessons

Date	Time	Lesson	Location
Monday, 13.12.	13.00 - 14.00	Discussing training with senior managers	Railway Headquarter
	15.00 - 18.00	<ul style="list-style-type: none"> TACIS and Traceca Principles of containerisation Types of Containers 	Terminal Sergeli
Tuesday, 14.12.	09.00 - 12.00	<ul style="list-style-type: none"> Organisational structure 	-“-
	13.00 - 15.00	<ul style="list-style-type: none"> Documentation and Operational procedures (Yard internal operations) 	-“-

Date	Time	Lesson	Location
	15.00 – 18.00	<ul style="list-style-type: none"> Interchange Container Yard 	-“-
Wednesday, 15.12.	09.00 – 12.00	<ul style="list-style-type: none"> Marketing principles 	-“-
	13.00 – 15.00	<ul style="list-style-type: none"> Sales principles 	-“-
	15.00 – 16.30	<ul style="list-style-type: none"> Cost accounting procedures Tariff structure 	-“-
	16.30 – 17.00	<ul style="list-style-type: none"> Conclusion of training course 	-“-

A total of 17 lessons has been given to the container terminal operators.

Training Lessons in particular phases

Special attention was paid to the execution of all activities in connection with handling of containers on the terminal and the execution of container transports. Especially the planning of operation and handling of empty and loaded containers, the necessary equipment as well as control and invoicing of the services provided was taken into account.

Chapter 0 Introduction:

Preparation, analysis of the existing situation:

- Visit to the terminal with discussion about the specific situation
 - Terminal facilities and equipment
 - General cargo and container sections
 - Warehouses and workshops
- Discussion of the condition of facilities and equipment and possibilities of optimisation of work procedures



3. TACIS and Traceca;

- Economical possibilities of the TRACECA-Route and its significance for the container transport in the Caucasus and in Central Asia.

4. Principles of containerisation;

- Development of principles of worldwide container traffic.
- Explanation of the functions of a container terminal.
- Introduction to different handling technologies and equipment in container transport on the example of German operations companies



5. Types of Containers

- Types of containers according to their size (20' and 40'), explanation of the English measurements (foot, inch).
- Types of containers according to their utilisation (standard, insulated, ventilated, reefer, open top, flat, open side, tank, bulk, platform).
- ISO-Code.

Chapter 1 Organisational structure

- Description of responsibilities, activities, relation to other units and personnel requirements of each organisational unit;
- Description of the main occupations required for efficient operation of the CT.

Chapter 2 Documentation

Documentation shows the documentation flow how it is practised nowadays, and how it would be practised in the beginning operation phase.

Chapter 3 Operational procedures for handling containers and related break-bulk cargoes:

1. Yard internal operations to receive, store and deliver containers;

Responsibilities

- Planning all operational activities on the CTB within the Container Yard Operations,
- All operational container activities on the Terminal, excluding CFS for LCL containers and stuffing and stripping of FCL containers,
- To maintain accurate and reliable information on every container under their jurisdiction at any time, including information on containers that have passed the Terminal,
- Proper organisation of the available storage area taking into consideration full containers, empty containers, refrigerated containers and containers with dangerous goods.

Activities

- Reception and delivery of containers,
- Storage of containers,

- Operational procedures, such as:
 - Number of containers and load/discharge sequence from the different modes of transport,
 - Number of containers and sequence to be transferred within the CTB,
 - Type and number of equipment to be employed in yard operations,
 - Manpower allocation.

Relation to other Units

- The head of this organisational unit is responsible directly to the Container Terminal Director,
- Under his jurisdiction are two groups:
 - Interchange
 - Container Yard.

2. Interchange

Responsibilities

- to check each individual container which arrives or leaves the Container Terminal,
- to provide an accurate Interchange Receipt, to avoid later deduction of responsibilities from third parties,
- to extend an Interchange Receipt for each container and obtain the signature of the person bringing or taking individual containers.

Activities

- Proper receipt and delivery of containers to and from hinterland destinations outside the Port, including comprehensive data collection for information and documentation,
- Careful control of documentation accompanying the container,
- Inspection of physical conditions of containers, outside and inside (if empty) when the container arrives or leaves the jurisdiction of the Container Terminal,
- Control of container seals and seal numbers,
- Removal of invalid labels from the containers and attachment of required labels, e.g. IMDG labels and container identification stickers,
- Preparation and delivery of Interchange Reports showing the results of the inspection.

Relation to other Units

- The head of the Container Yard Operations heads this Group,
- Data must be continually exchanged with the Computer Input Group, which receives all required container data, and from which the printed Interchange Receipt is obtained,
- Continuously documentation exchange for incoming and outgoing containers with the Documentation Control Group

3. Container Yard

Responsibilities

- Correct and careful handling of containers which are received and dispatched by rail or truck,
- Proper storage of the container in predetermined areas,
- Planning and execution of all container movements within terminal area,
- Co-ordination with Operation Division of the terminal in order to determine additional of storage space in case of need.

Activities

- Discharging and loading of trucks and railway cars,

- Storage of containers in predetermined areas: special handling of special containers such as dangerous goods or refrigerated cargo,
- Tallying of containers received and delivered in the yard,
- Execute internal moves of containers whenever required,
- Information about the exact location of each container to the Computer Input Group in order to keep yard plans continuously up-dated,
- Maintain yard cleanliness.

Relation to other Units

- Continuous data exchange by wire or radio link with the Computer Input Group about actual storage positioning of each individual container delivered or moved within the yard,
- Co-ordination with the Personnel and Equipment Disposition Group for daily requirements of handling equipment and respective operators.

4. No (!) Drivers training (Heavy forklift, Reach Stacker) because equipment not available.

Chapter 4 Marketing and Sales principles.

Participants were asked to write down what they personally were doing for the customers. This introduction to marketing thinking is necessary to stress that everybody in the company is responsible for marketing thinking and not only a special department.

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples and the participants were requested to define the existing and potential segments and target groups for their company.

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

- Product Mix (Defining the **Product plus** of **Terminal Sergeli**, core business and additional services)
- Promotion Mix (Advertising, Personal selling, Public relations, Stake Holder Mapping),
- Price Mix ("Right" price and the triangle of "Right" price, Discounts, Types of financing),
- Place Mix ("Pipeline" to the client).
- Introduction into "Guerilla Marketing (Marketing "Partisanski")

The different definitions were always explained in detail, participants were always requested to identify the corresponding positions, identifications or definitions for their companies. (e.g. internal and external Stake Holders)

Chapter 5 Container Terminal Information System

Introduction of a possible Container Terminal Information System with the basic functions of each module including the aspects of reporting and management information.

1. Gate

- **Pre-Arrival Information** (via Remote Access, Internet or EDI)
- **Gate In**
- **Container Basic Data**
 - container no. (automated check digit control)
 - damages details, condition, seals, weights
 - operator (shipping line), service/consortium

- **IMO** details
- **Reefer** and temperature controlled cargo
- **Over-dimensions**
- **Cargo** details and commodity codes
- **Export Information**
- **Gate Out** with time stamp
- Print of **Equipment Interchange Receipt** + various status Reports
- Print and transmission of **Gate In and Gate Out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

2. Rail

- Definition of **trains**
- **Planning** of containers for the train
- Confirming **arrival and departure** of trains
- Monitoring of **arrival and departure details**
- Administration of rail **documents**
- **Monitoring** of announced **containers**
- Printing of loading and discharge **lists**
- Print and transmission of **gate in and gate out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.

3. Yard Control

- Yard activity monitors (receipt, delivery, loading, discharge ...)
- Definition of slot attributes (reefer plug, under construction, nearest holding point)
- Single slot administration
- Container inventory
- Container history
- Reefer monitoring
- Activity sequence checks
- Truck roundtrip monitoring
- Yard reports (e.g. Occupancy reports, stocks ...)

4. CFS – Stripping and Stuffing

The CFS Container Freight Station Module supports the stuffing and stripping of containers. General cargo can be loaded in containers and filed parcel by parcel. Different kinds of packing can be assigned and individual weights listed. The contents of an individual package can even be filed (e.g. boxes in a carton). Stripping and stuffing orders can be processed and container-packing lists printed. The status of the stripping or stuffing process is monitored as well.

5. Management Information

- Empty Containers
- Damaged Containers
- Reports per Operator
- Stock Evaluation
- Stock Summary

Chapter 6 Cost accounting procedures:

- Basic cost element accounting;
- Basic cost centre accounting;
- How to prepare operating reports and calculations.

The following costs and the influence and importance of this costs were presented and in examples explained:

- Fixed cost
- Variable cost
- Total cost
- Fix cost depression

In addition, the Break Even Point and the Profit was subject of the training. Formulas and graphics/illustration as well as practical examples have made the subject very clear. The relation between costs, utilisation and cost structure to marketing and promotion were explained by examples of the company "PHILIPPS".

Chapter 7 Tariff structure

Tariff structure giving the basic structure of a tariff and how to calculate the cost of an individual procedure to define a realistic price.



Annex 4 - 10

Training on Container Handling and Terminal Organisation for Terminal Personnel at the Container Terminal Alamedin and the Railway of Kyrgyzstan

Trainingskurs „Intermodal Transport Organisation“ Containerterminal Alamedin and Railway of Kyrgistan

The container terminal Alamedin is divided into three operations section: General cargo, 20' containers and 40' containers. The participants of the seminar work in all three sections. During the training course for terminal personnel and the Kyrgys railways special attention was given to topics related to the operation and management of a container terminal. The training took place in the premises of the Kyrgys Railway.

Members of Training Programme 18.12 – 22. 12. 99

Name	Organisation	Position
Kireev Sergey Tikhonovitch	Railways	Head of Department
Ukhaneva Nina Vasilievna	Railways	Reviser
Mankova Elena Valerievna	Railways	Transport Engineer
Zenova Natalia Aleksandrovna	Railways	Engineer
Setcheneva Zemfira Sergeevna	Railways	Engineer, Tariff Department
Saiapina Irina Mikhailovna	Alamedin Terminal	Deputy of Terminal Director
Kim Marina Mikhailovna	Alamedin Terminal	Head of Bookkeeping Department
Ubina Alla	Alamedin Terminal	Interchange
Shaيدurova Galina	Alamedin Terminal	Interchange
Zirianova Oksana	Alamedin Terminal	Interchange
Kovaleva Lilia Vladimirovna	Railways	Engineer Statistics
Asalaikulova Aisaada Lensebekovna	Railways	Engineer, External Relations
Alimyanov Dauren Shumabekovitsh	Railways	Marketing Engineer

In total 13 employees have been trained during this training.

The training concept was based on the HPTI-Container-Terminal handbook customised to Bishkek.



Schedule of Training Lessons

Date	Time	Lesson	Location
Saturday, 18.12.	14.00 - 15.00	Discussing training with senior managers (Nikolai, Mikhael, Alexander, Chief Engineer)	Railway Headquarter
	15.00 - 18.00	<ul style="list-style-type: none"> TACIS and Traceca Principles of containerisation Types of Containers 	Railway department
Monday, 20.12.	09.00 - 12.00	<ul style="list-style-type: none"> Organisational structure 	Railway department
	13.00 - 15.00	<ul style="list-style-type: none"> Documentation and Operational procedures (Yard internal operations) 	Railway department
	15.00 – 18.00	<ul style="list-style-type: none"> Interchange Container Yard 	Railway department
Tuesday, 21.12.	09.00 – 12.00	<ul style="list-style-type: none"> Marketing principles 	Railway department
	13.00 – 15.00	<ul style="list-style-type: none"> Sales principles 	Railway department
	15.00 – 18.00	<ul style="list-style-type: none"> Cost accounting procedures Tariff structure 	Railway department
Wednesday, 22.12.	09.00 – 11.00	<ul style="list-style-type: none"> Conclusion of training course and celebration for certificates 	Railway department

A total of 22 lessons has been given to the container terminal operators.

Training Lessons in particular phases

Special attention was paid to the execution of all activities in connection with handling of containers on the terminal and the execution of container transports. Especially the planning of operation and handling of empty and loaded containers, the necessary equipment as well as control and invoicing of the services provided was taken into account.

Chapter 0 Introduction:

Preparation, analysis of the existing situation:

- Visit to the terminal with discussion about the specific situation
 - Terminal facilities and equipment
 - General cargo and container sections
 - Warehouses and workshops
- Discussion of the condition of facilities and equipment and possibilities of optimisation of work procedures



3. TACIS and Traceca;

- Economical possibilities of the TRACECA-Route and its significance for the container transport in the Caucasus and in Central Asia.

4. Principles of containerisation;

- Development of principles of world-wide container traffic.
- Explanation of the functions of a container terminal.
- Introduction to different handling technologies and equipment in container transport on the example of German operations companies



5. Types of Containers

- Types of containers according to their size (20' and 40'), explanation of the English measurements (foot, inch).
- Types of containers according to their utilisation (standard, insulated, ventilated, reefer, open top, flat, open side, tank, bulk, platform).
- ISO-Code.

Chapter 1 Organisational structure

- Description of responsibilities, activities, relation to other units and personnel requirements of each organisational unit;
- Description of the main occupations required for efficient operation of the CT.

Chapter 2 Documentation

Documentation shows the documentation flow how it is practised nowadays, and how it would be practised in the beginning operation phase.

Chapter 3 Operational procedures for handling containers and related break-bulk cargoes:

1. Yard internal operations to receive, store and deliver containers;

Responsibilities

- Planning all operational activities on the CTB within the Container Yard Operations,
- All operational container activities on the Terminal, excluding CFS for LCL containers and stuffing and stripping of FCL containers,
- To maintain accurate and reliable information on every container under their jurisdiction at any time, including information on containers that have passed the Terminal,
- Proper organisation of the available storage area taking into consideration full containers, empty containers, refrigerated containers and containers with dangerous goods.

Activities

- Reception and delivery of containers,
- Storage of containers,

- Operational procedures, such as:
- Number of containers and load/discharge sequence from the different modes of transport,
- Number of containers and sequence to be transferred within the CTB,
- Type and number of equipment to be employed in yard operations,
- Manpower allocation.

Relation to other Units

- The head of this organisational unit is responsible directly to the Container Terminal Director,
- Under his jurisdiction are two groups:
- Interchange
- Container Yard.

2. Interchange

Responsibilities

- to check each individual container which arrives or leaves the Container Terminal,
- to provide an accurate Interchange Receipt, to avoid later deduction of responsibilities from third parties,
- to extend an Interchange Receipt for each container and obtain the signature of the person bringing or taking individual containers.



Activities

- Proper receipt and delivery of containers to and from hinterland destinations outside the Port, including comprehensive data collection for information and documentation,
- Careful control of documentation accompanying the container,
- Inspection of physical conditions of containers, outside and inside (if empty) when the container arrives or leaves the jurisdiction of the Container Terminal,
- Control of container seals and seal numbers,
- Removal of invalid labels from the containers and attachment of required labels, e.g. IMDG labels and container identification stickers,
- Preparation and delivery of Interchange Reports showing the results of the inspection.

Relation to other Units

- The head of the Container Yard Operations heads this Group,
- Data must be continually exchanged with the Computer Input Group, which receives all required container data, and from which the printed Interchange Receipt is obtained,
- Continuously documentation exchange for incoming and outgoing containers with the Documentation Control Group

3. Container Yard

Responsibilities

- Correct and careful handling of containers which are received and dispatched by rail or truck,
- Proper storage of the container in predetermined areas,
- Planning and execution of all container movements within terminal area,

- Co-ordination with Operation Division of the terminal in order to determine additional of storage space in case of need.

Activities

- Discharging and loading of trucks and railway cars,
- Storage of containers in predetermined areas: special handling of special containers such as dangerous goods or refrigerated cargo,
- Tallying of containers received and delivered in the yard,
- Execute internal moves of containers whenever required,
- Information about the exact location of each container to the Computer Input Group in order to keep yard plans continuously up-dated,
- Maintain yard cleanliness.

Relation to other Units

- Continuous data exchange by wire or radio link with the Computer Input Group about actual storage positioning of each individual container delivered or moved within the yard,
- Co-ordination with the Personnel and Equipment Disposition Group for daily requirements of handling equipment and respective operators.

4. No (!) Drivers training (Heavy forklift, Reach Stacker) because equipment not available.

Chapter 4 Marketing and Sales principles.

Participants were asked to write down what they personally were doing for the customers. This introduction to marketing thinking is necessary to stress that everybody in the company is responsible for marketing thinking and not only a special department.

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples and the participants were requested to define the existing and potential segments and target groups for their company.

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

- Product Mix (Defining the **Product plus** of **Terminal Alamedin**, core business and additional services)
- Promotion Mix (Advertising, Personal selling, Public relations , Stake Holder Mapping),
- Price Mix ("Right" price and the triangle of "Right" price, Discounts, Types of financing),
- Place Mix ("Pipeline" to the client).
- Introduction into "Guerilla Marketing (Marketing "Partisanski")

The different definitions were always explained in detail, participants were always requested to identify the corresponding positions, identifications or definitions for their companies. (e.g. internal and external Stake Holders)

Chapter 5 Container Terminal Information System

Introduction of a possible Container Terminal Information System with the basic functions of each module including the aspects of reporting and management information.

1. Gate

- **Pre-Arrival Information** (via Remote Access, Internet or EDI)

- **Gate In**
 - **Container Basic Data**
 - container no. (automated check digit control)
 - damages details, condition, seals, weights
 - operator (shipping line), service/consortium
 - **IMO** details
 - **Reefer** and temperature controlled cargo
 - **Over-dimensions**
 - **Cargo** details and commodity codes
 - **Export Information**
 - **Gate Out** with time stamp
 - Print of **Equipment Interchange Receipt** + various status Reports
 - Print and transmission of **Gate In and Gate Out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.
2. Rail
- Definition of **trains**
 - **Planning** of containers for the train
 - Confirming **arrival and departure** of trains
 - Monitoring of **arrival and departure details**
 - Administration of rail **documents**
 - **Monitoring** of announced **containers**
 - Printing of loading and discharge **lists**
 - Print and transmission of **gate in and gate out reports** on paper, data file or EDIFACT/CODECO using the EDI messenger.
3. Yard Control
- Yard activity monitors (receipt, delivery, loading, discharge ...)
 - Definition of slot attributes (reefer plug, under construction, nearest holding point)
 - Single slot administration
 - Container inventory
 - Container history
 - Reefer monitoring
 - Activity sequence checks
 - Truck roundtrip monitoring
 - Yard reports (e.g. Occupancy reports, stocks ...)
4. CFS – Stripping and Stuffing
- The CFS Container Freight Station Module supports the stuffing and stripping of containers. General cargo can be loaded in containers and filed parcel by parcel. Different kinds of packing can be assigned and individual weights listed. The contents of an individual package can even be filed (e.g. boxes in a carton). Stripping and stuffing orders can be processed and container-packing lists printed. The status of the stripping or stuffing process is monitored as well.
5. Management Information
- Empty Containers
 - Damaged Containers
 - Reports per Operator
 - Stock Evaluation

- Stock Summary

Chapter 6 Cost accounting procedures:

- Basic cost element accounting;
- Basic cost centre accounting;
- How to prepare operating reports and calculations.

The following costs and the influence and importance of this costs were presented and in examples explained:

- Fixed cost
- Variable cost
- Total cost
- Fix cost digression

In addition, the Break Even Point and the Profit was subject of the training. Formulas and graphics/illustration as well as practical examples have made the subject very clear. The relation between costs, utilisation and cost structure to marketing and promotion were explained by examples of the company "PHILIPPS".



Chapter 7 Tariff structure

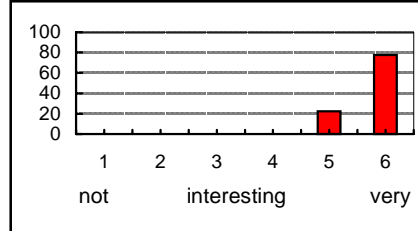
Tariff structure giving the basic structure of a tariff and how to calculate the cost of an individual procedure to define a realistic price.

Evaluation Container Terminal Bishkek
Container Handling and Terminal Management and Organisation
20 - 22 December 1999

Participants: 9

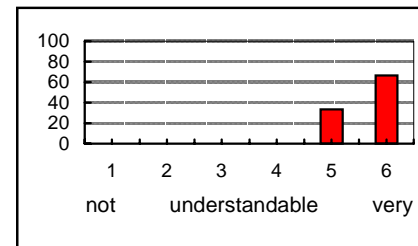
Was the contents of the course interesting?

Answers: 9



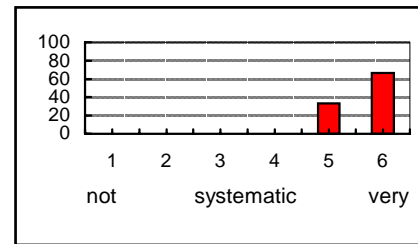
Was the subject presented in an understandable way?

Answers: 9



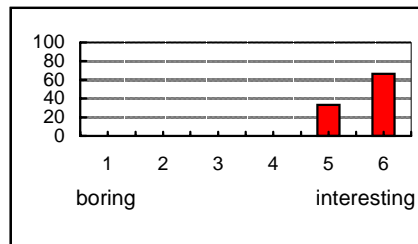
Was the lecture systematic?

Answers: 9



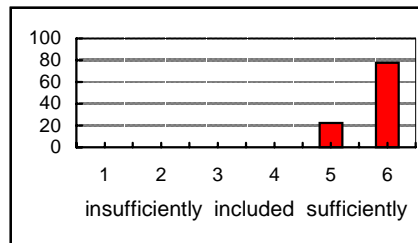
How did you like the style of presentation?

Answers: 9



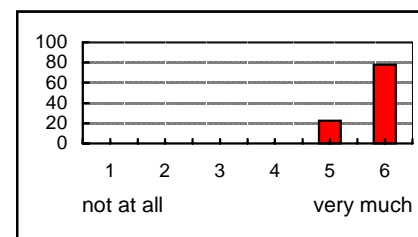
How did the lecturer include the participants?

Answers: 9



Did you gain any new knowledge?

Answers: 9



Annex 5 - 1

Seminar on Marketing and Business Planning

List of Participants

Gudauri. 7-15 June, 1999

Name	Position
Georgia	
1. Abesadze Asmat	Tbilisi Intermodal Organisation
2. Chkhartishvili Zviad	Port of Poti. Head of Marketing Department.
3. Gvaberidze Gela	Poti RW. Head of Container and Package cargo transportation Department.
4. Kiknadze Mamuli	Deputy Head of Ltd "Georgian RW". Head of Marketing and Container Transportation Department.
5. Korchilava Korneli	Poti Intermodal Organisation
6. Kurtanidze Pavel	TRANSGEORGIA
7. Rostomashvili Zviad	Tbilisi Intermodal Organisation
8. Shagidze David	TRANSGEORGIA
9. Shengelia Aza	Poti Intermodal Organisation
10. Zakharaia Gogi	Poti Custom Department. Cargo Transport Guide.
Azerbaijan	
11. Agaeva Emilia	Baku Intermodal Organisation
12. Mirgulamov Raphail	Baku Port. Head of Commercial Department.
13.. Khalygov Elshad	Caspian Shipping Company. Deputy of Head of Foreign Economy Affairs.
Armenia	
14. Gevorkian Artur	Armenian RW. Engineer of Transportation Department.
15. Harutunian Mesrop	Head of Karmir-Blur point territory.
16. Ter-Karapetian Nicolai	Head of Expedition group.
17. Martirosian Mger	Armenian Customs. Chief Specialist of Custom's procedure facilitation and Statistics Department.

Contents of the Seminar

On 7-15 June 1999 a Seminar on Marketing and Business Planning was held in Gudauri, Georgia for participants from the Caucasian States of Armenia, Azerbaijan and Georgia.

The participants arrived in Gudauri on 7 June 1999. The seminar sessions started on 8, June, 99 at 10 a.m.

This report gives a short introduction about the contents and the specific subjects of the seminar. In addition to the lectures given, all lessons and discussions were accompanied by practical examples and a high involvement of the participants of the seminar. Persons were at any time requested to give own opinions, impressions and examples.

Cost structures

The following costs and the influence and importance of this costs were presented and in examples explained:

- Fixed cost
- Variable cost
- Total cost
- Fix cost digression

Reference was made to the theories of Adam Smith and Karl Marx . In addition, the Break Even Point and the Profit was subject of the training. Formulas and graphics/illustration as well as practical examples have made the subject very clear. The relation between costs, utilisation and cost structure to marketing and promotion were explained by examples of the companies "PHILIPPS" and "Wall Mart Supermarkets Net".

Customer needs

In a case study the participants of the seminar described real customer needs of a dummy company (the so called Chekhov Pumps Company) and developed a plan to solve customer problems. This was done in three different groups and the results were discussed and commented.

Marketing

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples (Unilever, IBM) and the participants were requested to define the target groups for their companies.

Further, the Product Life Cycle (PLC) was explained

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

- Product Mix
- Product plus
- Value
- Package
- Quality
- Assortment
- Advertising
- Personal selling
- Public relations
- Promotion

Promotion Mix

- Public Relation
- Stake Holder Mapping

Price Mix

- “Right” price and the triangle of “Right” price
- Discounts
- Types of financing

Place Mix

- “Pipeline” to the client
- One single place or several places

The different definitions were always explained in detail, participants were always requested to identify the corresponding positions, identifications or definitions for their companies. (e.g. internal and external Stake Holders)

The definition of Best price and maximal profit was explained and a definition of the “Four P’s” for ports were elaborated in the following way:

- Geographical position
- Nautical approach
- Hinterland connection
- Disposition of quays + land
- Labour force
- Know how
- Fiscal environment
- Price
 - Estimated price
 - Currency (exchange rate of the US\$)
 - Discounts (long term, quantity, quality, paying in time, time discounts)
- Terms of Payment

- Promotion
- Advertising
 - Target Group
 - Media
 - Head Line
 - Logo
- Direct marketing
 - Phone marketing
 - Mailing
- Personal Selling
- International exhibitions
- Organising Port days
- Representatives
- Domestic network
- Fairs (domestic)
- Participation in seminars and schooling
- Organising Conferences
- Speaker at other Conferences
- Others, (e.g. welcome points or local tools)

In addition to the principles of marketing the marketing for monopolies / Cartels and Outsiders was discussed. Reference was made to Engel'sche Law; BCG – Boston Consulting Group and a system to define the place of a company on the market (Stars, Cash Cow, Poor dogs, nobody knows, what can happen).

Productivity of work

As an example the Japanese and German car production was explained. In addition to this the notion of outsourcing was explained.

Definition of Core Competency

The core competency and the additional competency was discussed and the participants were requested to define their core and additional competencies.

Management

The different methods of management were explained. Examples were given. The experiences with Japanese Managers and the Ringi Sho Plan as well as the old style of European company organisation and the corresponding management structures were discussed. The new types of organisations and the different styles of management were discussed and explained.

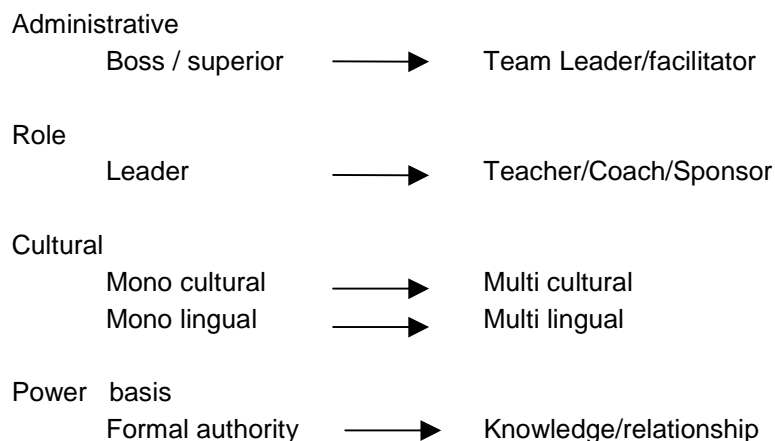
New Types of Organisation

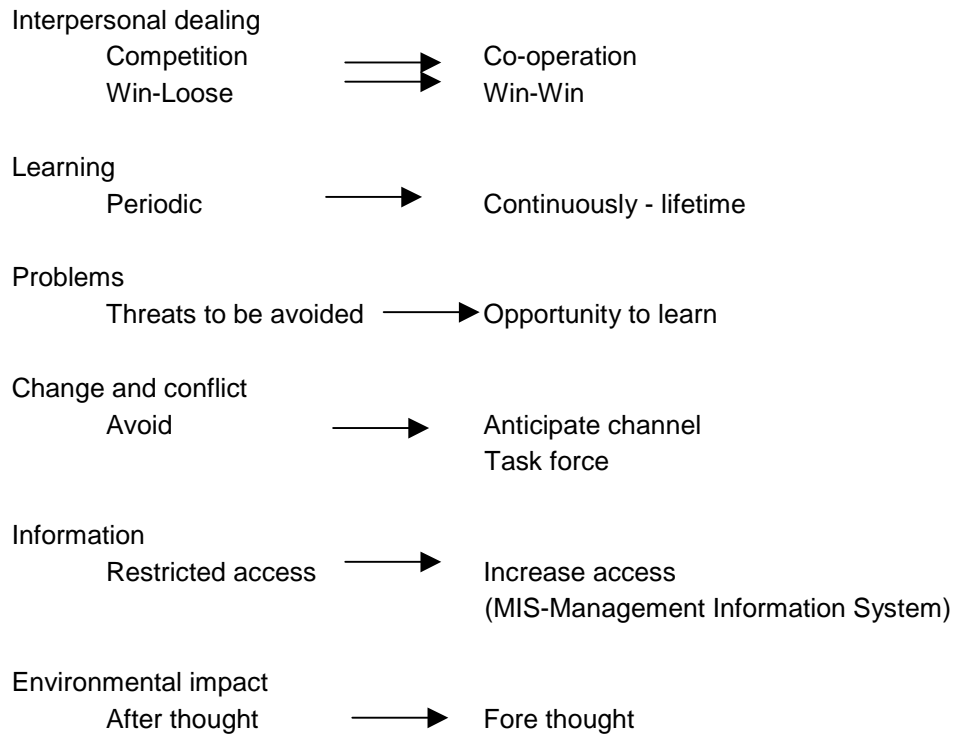
- Line Organisation
- Divisional Organisation
- Matrix Organisation
- KAM-Key Account Management

Different Management Styles were introduced as well as their implications on the managerial behaviour and the leadership styles.

- Leadership, Authoritarian and Co-operative Management
- Basics of Leadership
 - Functional Power
 - Positive Power
 - Negative Power
 - Expert Power
 - Referent Power
- Main activities of Managers and key factors in management and leadership
 - Open cycles
 - Piece work
 - Communication is vital
 - Do not order
 - Work's complex and uncertainty
- Managerial success ($S = A + M + O$)
 - Success (S)
 - Ability (A)
 - Motivation (M)
 - Opportunity to manage (O)
- Ability to Manage
 - Successful Leadership has to consider the following aspects
 - Personal approach
 - Social approach
 - Oral communication and presentation skills
 - Written communication
 - Planning and organisation
 - Information gathering, problem analyses
 - Decision making (DSS-Decision support system)
 - Delegation and control
 - Self objectivity
 - Disposition to lead
 - The Opportunity to Manage depends on:
 - The Economical, Social, Political, and Technological environment
- Motivation to manage

- Desire to be ahead
 - Favourable attitude toward those in position of authority
 - Desire to engage in games or sport competitions with peers
 - Desire to assert oneself and take charge
 - Desire to exercise power and authority over other
 - Desire to behave in a distinctive way which includes standing out from the crowd
 - Sense of responsibility in carrying out the routine duties associated with managerial work.
- Learning to Manage (The Honeywell study)
- Hard Knocks
 - Making a big mistake
 - Being over stretched by different assignments
 - Feeling threatened
 - Being stuck in an impasse or dilemma
 - Suffering an injustice at work
 - Losing out to someone else
 - Being personally attacked
- The eight attributes of excellence (according to Peeler's and Weatherman's)
 - A basis for actions
 - Close to the customer
 - Autonomy and entrepreneurship
 - Productivity through people
 - Hands and value driven
 - Stick to the knitting
 - Simple form, lean stuff
 - Simultaneous loose tight properties
- Typical decision traps for managers are
 - Framing Errors
 - Escalation of commitment
 - Overconfidence
- The "Ten minor changes for Management" moving away from / to:





During all lessons various explanation were given and reference were made to the corresponding literature.
(e.g. Summaridge: "Reality of Manager's job", Minsburg: "The Manager's job folklore and fact")

Annex 5 - 2

Seminar on Marketing and Business Planning in Tashkent

List of Participants

Tashkent. 26 September -2 October, 1999

Name	Organisation / Position
Kazakhstan	
1. Erlan Djembayev	Customs Almaty
2. Erali Amiraliyev	Director Railway Terminal Almaty 1, Kedentransservice
3. Bolat Jansugurov	Head of Marketing Department Port of Aktau
Kyrgystan	
4. Kubat Muratalieyev	Customs Terminal Complex
5. S. Tahmukhamedova	Railway Terminal Bishkek, Terminal Manager
6. Argyn Malabayev	Railways
Uzbekistan	
7. Kamill Gafurov	Railways
8. Bokhadyr Ergashev	Railways
9. Akhat Usupov	Shoshtrans, Tashkent
10. Durbek Yakubov	Shoshtrans, Tashkent
11. Mumin Arpidjanov	Bukhara Cotton Center
12. Oskar Khushullin	Customs Administration Tashkent

Contents of the Seminar

On 26 September to 2 October 1999 a Seminar on Marketing and Business Planning was held in Tashkent, Uzbekistan for participants from the Central Asian states Kazakhstan, Kyrgystan and Uzbekistan. Participants from Turkmenistan had also been invited, but no representative from Turkmenistan took part in the training.

This report gives a short introduction about the contents and the specific subjects of the seminar. In addition to the lectures given, all lessons and discussions were accompanied by practical examples and a high involvement of the participants of the seminar. Persons were at any time requested to give own opinions, impressions and examples. Practical exercises included the development of individual plans or examples for the different organisations of the participants.

Contents

- General introduction
- Marketing thinking; “Philips-question”: what are you personally doing for the customer of your company/organisation?
- Marketing for services; problems of multimodal transport services
- Imbalance problems of container transportation
- Handling customs and other administrative documentation in time (from 3 days to 3 hours)
- Define the actual and potential target group
- Fix costs and variable costs; contribution margin – thinking; calculation of break-even points
- Demand curve; price and sales in relation to costs
- Marketing – Mix instruments (4 P’s)
 - Product – Mix (Defining “product-plus”, variety, quality, design, features, brand name, packaging, service, warranties)
 - Promotion – Mix (Advertising, promotions, personal selling, publicity, stakeholder-mapping)
 - Price – Mix (List price/tariffs, discounts, allowances, payment period, credit terms)
 - Place – Mix (Location given, channels, coverage)
- Defining socio/economic environment of companies (forces driving competition)
- Direct Marketing
- Guerilla Marketing
- “Attracting Containers for silk road express”

Introduction to Marketing

In the beginning of the seminar marketing was introduced in general. The thinking of marketing in a company as a whole was explained as well as the impact of the individual employee in customer oriented thinking and behaviour. Further, the specifics of marketing of services in contrast to marketing of products were explained and discussed. Here, special emphasis was laid on the marketing of multimodal transport services.

Cost structures

The following costs and the influence and importance of this costs were presented and in examples explained:

- Fixed cost
- Variable cost
- Total cost
- Fix cost digression

Reference was made to the theories of Adam Smith and Karl Marx . In addition, the Break Even Point and the Profit was subject of the training. Formulas and graphics/illustration as well as practical examples have

made the subject very clear. The relation between costs, utilisation and cost structure to marketing and promotion were explained by examples of the companies "PHILIPPS" and "Wall Mart Supermarkets Net".

Marketing

The different types of markets (consumer, retailer public and reproduction), market segments and target groups have been explained by using real examples (Unilever, IBM) and the participants were requested to define the target groups for their companies.

Further, the Product Life Cycle (PLC) was explained

The marketing tools (The Four P's: Product, Promotion, Price, Place) were intensively explained and discussed.

The different definitions were always explained in detail, participants were always requested to identify the corresponding positions, identifications or definitions for their companies. (e.g. internal and external Stake Holders)

In addition to the principles of marketing the marketing for monopolies / Cartels and Outsiders was discussed. Reference was made to Engel'sche Law; BCG – Boston Consulting Group and a system to define the place of a company on the market (Stars, Cash Cow, Poor dogs, nobody knows, what can happen).

Marketing of Intermodal Services

The existing situation concerning the marketing of intermodal services were discussed. As a basis the situation in Central Asia was explained, e.g. the problem of imbalances in container transport in these countries. Based on the analysis of the situation, ways to attract customers for the "Silk Road Express" and related services were developed and discussed. As an example for the different ways to deal with customers the customs procedures and other documentation requirements were discussed and examples to facilitate the situation given.

Management

Further in the seminar, introduction to methods of management and the different types of organisation of a company was given.

New Types of Organisation

- Line Organisation
- Divisional Organisation
- Matrix Organisation
- KAM-Key Account Management

Different Management Styles were introduced as well as their implications on the managerial behaviour and the leadership styles.

- Leadership, Authoritarian and Co-operative Management
- Ability to Manage

- Successful Leadership has to consider the following aspects
 - Personal approach
 - Social approach
 - Oral communication and presentation skills
 - Written communication
 - Planning and organisation
 - Information gathering, problem analyses
 - Decision making (DSS-Decision support system)
 - Delegation and control
 - Self objectivity
 - Disposition to lead
- The Opportunity to Manage depends on:
 - The Economical, Social, Political, and Technological environment
- The "Ten minor changes for Management" moving away from / to:

Administrative	
Boss / superior	→ Team Leader/facilitator
Role	
Leader	→ Teacher/Coach/Sponsor
Cultural	
Mono cultural	→ Multi cultural
Mono lingual	→ Multi lingual
Power basis	
Formal authority	→ Knowledge/relationship
Interpersonal dealing	
Competition	→ Co-operation
Win-Lose	→ Win-Win
Learning	
Periodic	→ Continuously - lifetime
Problems	
Threats to be avoided	→ Opportunity to learn
Change and conflict	
Avoid	→ Anticipate channel Task force
Information	
Restricted access	→ Increase access (MIS-Management Information System)
Environmental impact	
After thought	→ Fore thought