



TRACECA: International Road
Transport Transit Facilitation
Progress Report 3
January 2001

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EC Consultant:			
Name:	Scott Wilson		
Address:	Scott House, Basing View Basingstoke, Hampshire RG21 4JG United Kingdom		
Tel. Number:	++44 1256 461161		
Fax number:	++44 1256 816835		
E-mail:	traceca@swkeurope.com		
Contact person:	Mr Adrian Tite Project Director	Mr Les Cheesman Project Manager	
Signature :			

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Author of report: Scott Wilson

EC M & E team	<u> </u> [name]	<u> </u> [signature]	<u> </u> [date]
Takis CU	<u> </u> [name]	<u> </u> [signature]	<u> </u> [date]
Takis Bureau [task manager]	<u> </u> [name]	<u> </u> [signature]	<u> </u> [date]

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PROJECT SYNOPSIS

Wider Objectives:

To assist the TRACECA states to create the most favourable conditions for road transport in terms of economic operations in line with the current UN/ECE and EU standards by establishing and equipping a regional network of permanent vocational road transport training centres. To set up the primary elements to ensure adherence to the ADR Agreement in the region and encourage the implementation of the TIR Convention in those countries which are not yet full members. Where TIR is established, to promote better management control of the TIR Convention by further development of the SafeTIR system.

Specific Project Objectives:

- To identify and prioritise transport operator licensing legislative criteria so as to encourage the professionalism of the industry through the legal requirement for operators to have internationally recognised qualifications.
- To identify and establish professional vocational training centres to be managed and operated to international standards.
- To equip the training centres with the appropriate resources including qualified trainers, course materials, lecturing equipment, examination papers, and a Business Plan.
- To monitor the standards of the training to ensure compliance with international standards.
- To identify and assist in revising the national legislation on the movement of dangerous goods by road to allow compliance with the ADR Agreement.
- To assist in introducing the TIR Convention in non-signatory countries by developing transport and guaranteeing associations, and assisting in the contractual steps towards implementation of the Convention.
- To assist in the expansion of SafeTIR by the procurement and installation of further equipment.

Target Group:

The overall project recipients will be the Partner States, their international road transport industry representatives, their controlling Ministries and State Customs Authorities.

Outputs:

- Model transport legislation for national and international operator licensing criteria.
- Eleven vocational training centres for the road transport industry offering transport operator courses to an international standard, with trained management and trainers in CPC, ADR and TIR capable of delivering approved courses.
- Resources at each centre including course materials, examination papers and equipment.
- Increased TRACECA state-adherence to the TIR Convention and the ADR Agreement.
- Enhancement of the established SafeTIR systems to enable improved response times.

Inputs:

Technical assistance consisting of 1815 person days of EU Specialists and 420 person days of local inputs, excluding Centre Managers and Trainers. The majority of the work will be undertaken in the region with regular working visits to each TRACECA state. Funding of equipment for the training centres and IT equipment to support the SafeTIR system.

Project Start Date: 6th October 1999

Project Duration: 18 months, extended for a further 15 months to end July 2002

1 SUMMARY OF PROJECT OUTCOME SINCE START

The project started in October 1999 with the Consultant's teams being active in the region with regular visits to all States since that date. The Inception Report was published in December 1999, Progress Report 1 in April 2000 and Progress Report 2 in July 2000. In addition, from September 2000, monthly informal reports have been circulated to the Task Manager and the Monitors as appropriate.

Form 2.3 Output Performance Plan shows the results to date for each of the project elements. This shows no significant changes to that indicated in Progress Report 2 issued in August 2000.

The progress achieved in each of the Project Modules to date is as follows:

1.1 Module A

- Training Centres in all countries were inspected and assessed. The recipients of Module A were selected and agreed with the respective Ministries of Transport. Training Centre Managers attended a Training Centre Management Course in the United Kingdom in June 2000. They generated their own five point Agreement on Future Co-operation. This has been activated by a number of them in seeking co-operation on course planning and training experience.
- Twelve individuals were selected from a submitted list of potential trainers in each TRACECA state and have been trained in the agreed subjects. Of the 127 students sitting the Freight and Passenger CPC who's papers have been marked to date, only 5 have failed. Pass rates in ADR, DGSA and Customs have also been very high. Each examination was conducted as close as possible to full EU standards.
- The full training programme has been completed in 8 TRACECA states by the end of December 2000, with training in Certificate of Professional Competence (CPC) in both freight and passenger transport, Customs, International Trade, ADR Driver Training and as Dangerous Goods Safety Advisors. The training schedule was maintained, with the remaining 3 countries already having received half of their training programme.
- All the training materials, courses and examination papers, have been translated into Russian, together with up-dates arising from the training programme and covering new requirements. These have been supplied to the respective Training Centres on completion of their training programme.
- Some countries have already commenced their domestic training programmes based on the training qualifications received and the materials provided by the project.
- Tenders and contracts for the procurement of training centre and ADR training equipment for all 11 countries were issued, tenders evaluated and contracts awarded.
- The Legal Report was published in May 2000 and provides a situation report on the present legal position in respect of all aspects of road transport licensing in each country
- Draft business plans for the Training Centres have been prepared in all countries and are discussed in the Business Plan section of this report (Appendices 1-3).

1.2 Module B

- Information on the implementation status of TIR and SafeTIR has been provided, constraints identified and progress on implementation has been monitored.
- Practical, legal and technical assistance has been given as necessary in several countries on both TIR and ADR.
- Documentation and advice has been provided to Ministries and Transport Associations in countries that have not ratified either TIR or ADR to explain the Conventions/Agreements.
- Detailed technical evaluations of the internal IT systems supporting SafeTIR have been completed in 2 countries, with outline assessments in several others.

1.3 Module C

- A Standard Customs Office of Destination (O/D) specification of equipment was agreed with the IRU.
- The Consultant has attended co-ordination meetings with the IRU in Geneva, and conducted a joint visit with the IRU to Central Asia to consider technical applications of the equipment being provided to Customs Authorities by the project.
- Detailed procurement requirements for each country have been included into the international tender process. These contained both standard and non-standard packages in respect of the differing requirements identified by the Consultant as a result of visits to all the countries subject to the provision of equipment under this tender.
- International tender documentation and contracts were issued and contracts have been let in 7 countries, with an approval for purchase by direct agreement in 1 further country.

2 SUMMARY OF PROJECT PLANNING UNTIL COMPLETION

The primary period of the project was scheduled for completion on the 6th March 2001. This is now subject to a Revised Contract Addendum extending the project for a further period of 15 months until July 2002. As a result, the Final Report has been changed to this Progress Report 3, with Progress Report 4 due at the end of September 2001, Draft Final Report due end May 2002 and the Final Report due end June 2002.

The main reason for the time extension is to ensure the Consultant is able to administer international supply contracts which include 12 month warranties on equipment purchased. It will also enable the Consultant to provide additional support to the Training Centres to ensure their sustainability and to monitor the progress of their national training programmes.

The following tasks will be undertaken between January 2001 and June 2002:

2.1 Module A

- The training programme will be completed in January 2001, with the remaining CPC course in Armenia and ADR, DGSA and Customs courses in Tadjikistan and Uzbekistan.
- The completion of the 'training of trainers' will enable National CPC courses to be established, based on the course framework provided by the project, as well as the Legal Report and the Legal Blueprint Report. This work will be monitored and assisted by the Consultant. Trainers have also been taught modern training techniques and the use of appropriate training equipment but this knowledge will need to be monitored and enhanced.
- Core course materials and examination papers will be provided to each Centre in English and Russian on a CD-ROM that will contain a wealth of related information including examination schemes and teaching skills. It will include hyperlinks to other sources of information.
- An independent examination system has been discussed in each country to establish, wherever possible, that the in-country testing procedure for CPC and ADR will conform to international requirements. The process to introduce a scheme that is in compliance with the State policy on education will be further progressed.
- A library of relevant transport documentation, as hard copy or CD and disk, will be established at each Centre.
- Each Training Centre will be encouraged to seek dispensation for State tax liability, in order to minimise the price of the training courses to the students.
- Courses delivered by local trainers will be monitored by the Consultant to ensure that quality standards are achieved and maintained. This will be done in individual states where possible and by a series of group monitoring workshops that will be run in key centres (in each region), with neighbouring training centre managers invited to attend.

- Training equipment based on the agreed standard equipment list will be provided to each Centre through the international tendering and procurement procedure with delivery anticipated by the end of February 2001.
- The Legal Report will be used to generate new ideas for transport operator licensing, with recommendations for change and model legislation provided in the Legal Blueprint Report. Implementation of these recommendations will be facilitated by the project.

2.2 Module B

- Technical Assistance will be given to complete the introduction of support equipment and procedures used to collect data for entry into the SafeTIR system, in association with the IRU
- The adoption of the ADR Agreement will be further progressed in those states not yet compliant, but who wish to adopt the Agreement.

2.3 Module C

- Equipment will be delivered through Tacis tendering and procurement procedures to support the performance of SafeTIR in those countries where SafeTIR is operating. Delivery of the equipment to be provided under the international tender is anticipated to be by the end of February 2001. This will be supplemented by a limited direct purchasing programme for additional equipment.
- Assistance will be provided to Customs to monitor and check the installation of project purchased equipment provided to enhance the SafeTIR operation.
- The Consultant's IT specialist will visit the Caucasus region to consider technical applications of the equipment being provided to Customs Authorities by the project.

3 PROJECT PROGRESS IN REPORTING PERIOD

The key common issues during this reporting period were as follows:

- Continuation of the training of Training Centre Managers.
- Completion of the TRACECA Trainers Training Programme.
- Legal Blueprint Report.
- Completion of the tendering for equipment for the Training Centres and for Customs in support of SafeTIR.

The main input during this reporting period has been in Central Asia as the training programmes were mostly completed in the other TRACECA states during the period covered by Progress Report 2.

3.1 Training of Training Centre Managers

After the training managers attended the training course in the UK they established close links between each training centre and this resulted in their initiative to produce a joint declaration on their continued co-operation in the future.

This initiative was fully supported by the Consultant and has generated informal contact between Training Centres to facilitate the exchange and dissemination of training information.

Assistance to each Training Manager in many aspects of his work is regularly provided by the Contractor during the project team visits throughout the region. A key aspect of that assistance has been the development of the Business Plans to ensure the future sustainability of the Training Centres. Most Training Centre Managers were not initially familiar with the comprehensive nature of such modern business planning methodologies and needed support in producing and further developing the Plans. The level of support required varied in different countries.

3.2 TRACECA Trainers Training Programme

The full training programme was completed in another 7 countries in the reporting period. In addition, The CPC, ADR, DGSA and Customs courses have been provided in the remaining 3 countries. All countries have, therefore, either fully completed the training or have received half of the training programme. The core material (required to meet the EU Directive on course material) has been delivered to those countries on completion of their full training programme.

Due to the time lapse between starting translation and the implementation of the training programme, it has been necessary up-date some of the training materials. In addition some modifications were made as a result of misunderstandings identified during course

delivery, so as to ensure that the trainees can use the course material in their own environment with minimal further adaptation.

To speed the marking process, the multi-choice examination papers and the Case Study papers were marked in-country by the trainers, and the papers were then submitted to be checked in the UK by the project examination specialist. The results produced have been sent to each National Training Centre Manager on completion of the marking.

From the results of the training programme so far it can be concluded that:

- Participants have found that the quality of the training they received met or exceeded their expectations.
- The courses were more demanding than expected, as the materials and pass requirements are identical to those used in Europe.
- The European standard pass rate required for CPC is achievable in each state.
- The additional training in training and delivery techniques was considered particularly beneficial by participants.

3.3 Legal Blueprint Report

The Legal Blueprint Report has been completed and will be circulated in January 2001.

The Report provides precise information on:

- EU Rules on Access to the Profession and its relationship to existing operator licensing legislation in each state.
- Specific recommendations on the action needed to be taken in each state to modernise the legislation to conform with international standards.

It uses the detail provided in the Legal Report, published in May 2000, and subsequent discussions with key personnel in each state. It provides each state with a concise series of recommendations for action as requested by recipient Ministries of Transport. Due to the dynamic nature of the industry in some countries, some of these recommendations have already been implemented.

3.4 Tendering

The tender package for the Training Centre Equipment consisting of one standard training equipment package and one ADR materials package for each state were issued during Reporting Period 2. The results were evaluated under Tacis rules and, following selection of successful tenderers, contracts were approved and have been let for all countries. Delivery is anticipated by the end of February 2001.

In addition, tenders for SafeTIR support equipment were evaluated under Tacis rules, and contracts for 7 lots have been approved, with approval of purchase by direct agreement for an additional lot. Delivery is anticipated by the end of February 2001. Equipment will not be provided to Mongolia, Tadjikistan and Turkmenistan as they will not have SafeTIR

installed by the IRU within the prime contract period. The Customs equipment tender is not as per that indicated in the TOR, as the standard package proposed did not meet the needs of the recipients. As a result, it is a mix of standard and non-standard equipment, including communications equipment as well as computers, but all within an agreed budget value.

There have been some late changes to the requirements from some of the recipients and these were being discussed with the Task Manager and Tacis Procurement Unit with a view to the development of a limited supplementary purchasing programme.

The individual country reports by Module are as follows:

3.5 Armenia

3.5.1 Module A

The location of the offices of AIRCA has been chosen. It will include the required Training Centre and the offices are currently being refurbished. Contracts have been agreed between each trained trainer to provide training services to the new Centre, once their full TRACECA project training has been successfully completed. There is also a contract between the Ministry of Transport and AIRCA to guarantee their support in the early years of the Training Centre's development. Contact has been established with the IRU Academy to provide future accreditation of courses.

The 12 trainers, who were selected from a number of proposed candidates, will have completed all aspects of the training programme by the end of January 2001.

Vocational training in road transport was a new concept in Armenia and this Training Centre is only newly formed. The academically-experienced Training Manager and his Director together have produced a draft Business Plan. This has clearly identified that the road transport industry is small in Armenia and is fragmented. Proposals for courses in a wide range of subjects are therefore contemplated to supplement the income of the centre. However, it is recognised that it may take time for the Centre to generate the income needed for complete viability, thus the importance of the link with the Ministry of Transport.

3.5.2 Module B

Customs and the Association signed the SafeTIR Agreement at the end of July 2000 and this has been approved and signed by the IRU Secretary General.

The IRU were scheduled to deliver two servers, one for Customs and one for AIRCA, in August 2000, and to install, connect and test them in early September 2000. In addition, Customs Training was provided in early October 2000 in order to have TIR active by end November 2000. The IRU have confirmed to the Consultant that no servers have been delivered to date, but that this is expected to happen within a few weeks.

Existing Soviet legislation on the Carriage of Dangerous Goods by Road was obtained during the training of the ADR course in December 2000. The issue of compliance to

ADR was discussed with a view to potential changes towards possible implementation of ADR.

3.5.3 Module C

On the assumption of the implementation of the SafeTIR Agreement, 5 project PCs were tendered for and contracts awarded. The Agreement has been signed and audited by the IRU.

3.6 Azerbaijan

3.6.1 Module A

The National Carriers Association (ABADA) has agreed to manage the training programme and have allocated a room for the Training Centre within their rented offices.

The 12 trainers were selected from a number of potential candidates and all the training was completed by December 2000. Contracts have been agreed between each trained trainer to provide training services to the new Centre. There is also a contract between Azerautonagliyyat (who are the equivalent of the Ministry of Transport, until the new Ministry is formed with Tacis assistance) and ABADA, to guarantee their support in the early years of the Training Centre's development

Contact has been established with the IRU Academy and now that the training has been completed local courses are being written and accreditation is being sought from the IRU Academy.

Vocational training in road transport was also a new concept in Azerbaijan and this training centre is newly formed. The Training Manager and his Assistant have produced a draft Business Plan. This has clearly identified that the road transport industry is small in Azerbaijan and is fragmented. Proposals for courses in a wider range of subjects are being contemplated to supplement the income of the Centre. However, it is recognised that it may take time for the Centre to generate the income needed for complete viability, thus the importance of the link with Azerautonagliyyat.

3.6.2 Module B

TIR and SafeTIR are fully operational with ABADA and Customs.

The ADR Convention is not yet approved by Parliament but is in the procedural stages.

3.6.3 Module C

Test SafeTIR transmissions between ABADA and IRU have been completed and SafeTIR is now fully operational.

Customs have a network for the collection of data including 20 LANs, but the main TIR Offices of Discharge (O/D) now use fax machines to transfer data that is sent to ABADA for transmission to Geneva. This can result in delay and error in re-typing.

Customs have agreed to accept 6 project PCs to be located in the main O/D and these will be provided with additional software from the IRU to enable the data to be captured faster and more easily. Supply contracts were awarded in November 2000.

3.7 Georgia

3.7.1 Module A

The Georgian International Road Carriers Association (GIRCA) have agreed to manage the training programme and have been allocated a room for the Training Centre within the Technical University which is being refurbished.

The 12 trainers were selected from a number of good potential candidates and all the training was completed by December 2000. Contracts have been agreed between each trained trainer to provide training services to the new Centre. There is also a contract between the Ministry of Transport and GIRCA, to guarantee their support in the early years of the Training Centre's development.

Contact has been established with the IRU Academy and now that the training is completed local courses are being written and accreditation is being sought from the IRU Academy.

Vocational training in road transport was also a new concept in Georgia and this Training Centre is newly formed. The Training Manager has received assistance from the Consultant to produce a draft Business Plan. This has clearly identified that the road transport industry is small in Georgia and is still fragmented. Proposals for courses in a wider range of subjects are being contemplated to supplement the income of the Centre. However, it is recognised that it may take time for the Centre to generate the income needed for complete viability, thus the importance of the link with the Ministry of Transport.

3.7.2 Module B

The National Association (GIRCA) has been issuing TIR carnets to Georgian transporters for over two years, at a rate of approximately 1,000 a year using a server provided by the IRU. GIRCA are transmitting information data (SafeTIR) to IRU only in relation to carnets issued by them. However, Customs have now agreed to implement TIR and SafeTIR and signed the required protocol in October 2000.

Legislation on the Carriage of Dangerous Goods by Road has been obtained and the compliance with ADR requirements was discussed during the training course in December 2000.

3.7.3 Module C

In anticipation of the SafeTIR agreement being signed during 2000, 6 project PCs were tendered for and contracts have been awarded.

Customs have recently asked for additional equipment (following a review of their requirements after the signing of the SafeTIR agreement in October 2000) and this is being discussed with the Task Manager and the Tacis Procurement Unit with a view to purchase by direct agreement.

3.8 Kazakhstan

3.8.1 Module A

The National Carriers Association (KazATO) have confirmed that they will manage the training programme and have completed their new Training Centre.

The 12 trainers were selected from a number of potential candidates and all the training was completed by November 2000. Contracts have been agreed between each trained trainer to provide training services to the new centre. There is also a contract between the Ministry of Transport and KazATO to guarantee their support in the early years of the Training Centre's development.

Contact has been established with the IRU Academy and now that the training is completed local courses are being written and accreditation is being sought from the IRU Academy.

Vocational training in road transport for drivers is well established in Kazakhstan, though it is a relatively new concept in terms of courses for managers.

With assistance from the project team, the Training Manager and his Assistant have produced a draft Business Plan that includes some courses in subjects other than road transport, but this has now to be refined by him and generated as a commitment of the Training Centre.

3.8.2 Module B

The new SafeTIR Memorandum of Understanding (MoU) between the IRU, KazATO and Customs was signed by Customs in October 2000 during a joint visit between the Consultant and the IRU.

Legislation on the Carriage of Dangerous Goods by Road has been obtained and the compliance with ADR requirements was discussed during the ADR training in September 2000.

3.8.3 Module C

In anticipation that the SafeTIR agreement would be signed during 2000, 6 project PCs were tendered for and contracts have been awarded.

These will be located in the main O/D and connected to the IRU supplied server that has been installed at Customs Headquarters in Astana. The required dedicated telephone line will be provided by Customs, and the system is anticipated to be operational in time for the project PCs to establish a network for SafeTIR.

3.9 Kyrgyzstan

3.9.1 Module A

The Training Centre will be operated and managed by Kyrgyz AIA and located in their new offices near the Ministry of Transport. The main office will be used also as the training room and additional training rooms will be found as demand arises.

Training in all subjects was completed by October 2000 with 12 selected individuals from an original proposed list of well over 20 candidates. Contracts have been agreed between each trained trainer to provide training services to the new Centre. There is also a contract between the Ministry of Transport and Kyrgyz AIA to guarantee their support in the early years of the Training Centre's development.

Vocational training in road transport is a new concept in Kyrgyzstan and this Training Centre is newly formed. The Training Manager and his assistant have received help from the project to produce a draft Business Plan, but this has now to be refined and generated as a commitment of the Training Centre. The road transport industry is small and fragmented, so courses in a wide range of subjects are also being contemplated to generate additional income as it may take time for the centre to generate the income needed for complete viability.

3.9.2 Module B

Kyrgyz AIA had an IRU audit and training seminar in September 2000 which was reported to be completely satisfactory. The server for AIA was provided in December 2000 with a view to commencing issuing TIR carnets by early January 2001.

There are no firm plans to implement ADR at this stage but local legislation on the transportation of dangerous goods by road has been obtained and discussions on possible implementation have taken place.

3.9.3 Module C

With the decision not to provide a server within Customs, the planned project equipment has been subject to a review, with approval being given by the European Commission for purchase of equipment by direct agreement.

Alternative arrangements are being considered to enable Customs to be able to collect SafeTIR discharge data from all of the key O/D to a central Customs point in Bishkek from which data can then be keyed in manually to the IRU server at AIA.

Although it accepted that this is not an ideal solution, it is one that has been used in other TRACECA states. Until the volume of TIR traffic demands a better solution and a Customs electronic communication network is in place, this should provide an acceptable solution.

3.10 Moldova

3.10.1 Module A

The model Training Centre provided by CIPTI is operated and managed under the control of the National Association (AITA), who are members of the IRU and who have a controlling share interest in CIPTI. The Training Centre has been recently refurbished.

CIPTI are incorporating much of the new training material provided by the project into its existing courses and intends to get accreditation from the IRU Academy by the end of April 2001.

12 trainers have completed all of the training and continue to teach on CIPTI training courses. Contracts have been agreed between each trained trainer to provide training services to CIPTI. There is also a contract between the Ministry of Transport, the training provider CIPTI and AITA, to guarantee their support.

Assistance has been provided by the project in developing the original draft Business Plan and this has now to be refined and generated as a commitment of the Training Centre.

3.10.2 Module B

SafeTIR is fully operational and both AITA and Customs provide an efficient service to IRU.

Delays have been experienced in drafting National legislation for ADR but some changes are expected in key Government personnel within the next few weeks that should enable progress to be resumed. Recommendations on draft legislation have been made and one member of the MoT was additionally trained on the ADR course in July 2000.

3.10.3 Module C

Customs made requests for specific computer component equipment to be provided by the project and this arrangement is in the final stages of procurement. A contract has been awarded.

A detailed assessment was previously made of the internal Customs control system and its interface with SafeTIR. This knowledge is being used within the project to identify the potential of such systems in other States, if required.

3.11 Mongolia

3.11.1 Module A

The Training Centre is located and operated within the offices of the Training Institute of Infrastructure (ITI), but comes under the overall control of The National Road Transport Association of Mongolia (NARTAM).

Training of the 12 selected trainers was completed by September 2000. Contracts have been agreed between each trained trainer to provide training services to ITI. There is also

a contract between the Ministry responsible for transport (MID), the training provider (ITI) and NARTAM, to guarantee their support.

Vocational training in road transport is a new concept in Mongolia and this training centre is newly established. The Training Manager and his assistant have received help from the project to produce a draft Business Plan, but this has now to be refined and generated as a commitment of the Training Centre. The road transport industry is very small and fragmented, so courses in a wide range of subjects are also being contemplated. It may take time for the centre to generate the income needed for complete viability.

In full co-operation with the Ministry responsible for road transport in Mongolia (MID) the Consultant supported NARTAM's application for IRU membership. NARTAM's application was accepted at the IRU Conference in November 2000.

3.11.2 Module B

Progress on TIR approval to facilitate its passage through Parliament has been slower than expected but recent changes in personnel at the Ministry responsible for road transport (MID) have now helped to speed up the process.

While there are no firm proposals to sign ADR, the Ministry is interested in considering this and assistance is being provided by the project.

3.11.3 Module C

Actions within this module are not applicable until NARTAM makes a formal application to the IRU for TIR and the Government approves the introduction of SafeTIR.

3.12 Tajikistan

3.12.1 Module A

The Training Centre is operated and managed by the Tadjik Association of International Carriers Transport (ABBAT), who have a Transport Academy and are IRU members.

The full CPC courses for both passenger and freight were provided in December 2000. The training was provided in Dushanbe to 12 students selected from a list provided with the active participation of Government and ABBAT. Contracts have been agreed between each trained trainer to provide training services to ABBAT. There is also a contract between the Ministry of Transport and ABBAT, to guarantee their support.

Vocational training in road transport for managers is a new concept in Tadjikistan and this Training Centre has previously only been involved in driver training.

A draft Business Plan has been discussed, and a draft copy has been developed. The road transport industry is relatively small and fragmented, so courses in a wide range of subjects are also being contemplated. It may take time for the centre to generate the income needed for complete viability.

3.12.2 Module B

The prospect for reaching agreement with the IRU on implementation of TIR under the current conditions seems unlikely, within the initial project timeframe. It is understood that there may be particular concern in relation to obtaining appropriate insurance and sovereign guarantees.

Although the Government would like to accede to the ADR Agreement in order to facilitate trade with Iran, there may not be sufficient legislation time in Parliament.

3.12.3 Module C

Actions within this module are not applicable until agreement is reached with the IRU for TIR and SafeTIR.

3.13 Turkmenistan

3.13.1 Module A

The Turkmenistan International Road Carriers Association (THADA) is the recognised representative of the state-owned road transport industry under the direct control of the Ministry of Transport, and is the IRU member.

Training rooms have been made available in the offices occupied by THADA that are in a building in which other transport related organisations have offices.

The 12 trainers were selected from a wide range of proposed candidates, and completed all aspects of the training programme by the end of October 2000. Contracts have been agreed between each trained trainer to provide training services to the new Centre. There is also a contract between the Ministry of Transport and THADA to guarantee their support in the early years of the Training Centre's development.

The Training Centre has been encouraged to contact the IRU Academy and it is understood that some progress has been made to seek accreditation of their training courses.

Vocational training in road transport is a new concept in Turkmenistan and this Training Centre is newly formed.

The Training Manager and his assistant have produced a draft Business Plan, but the road transport industry is small and fragmented. Courses in a wide range of subjects are also being contemplated but it may take time for the centre to generate the income needed for complete viability.

3.13.2 Module B

THADA have now completed the TIR Basic File with assistance from the Consultant and await a response from the IRU. All the TIR issues are under regular discussion between the Government and the IRU and, as the Consultant understands, mostly concern international financial guarantees.

Legislation on the Carriage of Dangerous Goods by Road has been obtained and the compliance with ADR requirements continues to be discussed, following the ADR training in October 2000.

3.13.3 Module C

Actions within this module are not applicable until TIR and SafeTIR are introduced.

3.14 Ukraine

3.14.1 Module A

The Training Centre will be operated and managed by AsMAP, who are members of IRU. The project to refurbish two classrooms in their old offices was due to be completed by the end of December 2000, ready for the first of the new courses to being provided in mid-January 2001.

AsMAP are incorporating much of the new training material provided by the project into their existing courses and have applied to the IRU Academy for accreditation

12 trainers completed all of the training and continue to teach on AsMAP training courses. Contracts have been agreed between each trained trainer to provide training services to AsMAP. There is also a contract between the Ministry of Transport and AsMAP, to guarantee their support.

Assistance has been provided by the project team in developing the original draft Business Plan, which has now to be refined and generated as a commitment of the Training Centre.

3.14.2 Module B

TIR and SafeTIR are fully operational.

The ADR legislation is going through Parliament and it is expected that it will have been ratified nationally in full by the end of 2000. As it is expected that all drivers of hazardous loads will require to be trained on an approved course by the end of 2002. AsMAP expect their course to be approved.

3.14.3 Module C

Customs already have a comprehensive national computer network with over 7,000 PCs. They therefore requested additional computer equipment to augment their system and this was included in the international tender. A contract has been approved and let.

3.15 Uzbekistan

3.15.1 Module A

The new Training Centre is operated and managed by AIRCUZ, the IRU member. A training room has been established on the ground floor of their offices.

AIRCUIZ are incorporating much of the new training material provided by the project into their existing courses and have applied to the IRU Academy for accreditation.

12 trainers have completed the CPC passenger and freight training and continue to teach on AIRCUIZ training courses. Contracts have been agreed between each trained trainer to provide training services to AIRCUIZ. There is also a contract between the Government Agency responsible for transport and AIRCUIZ to guarantee their support.

Assistance has been provided by the project in developing the original draft Business Plan and this has now to be refined and generated as a commitment of the Training Centre.

3.15.2 Module B

A joint visit in October 2000 between IRU personnel and the Consultant resulted in all technical issues being resolved to the satisfaction of AIRCUIZ and Customs regarding SafeTIR. Both IRU servers for SafeTIR were installed and tested. A dedicated telephone line for both servers was to be provided by AIRCUIZ and Customs to complete the system and make SafeTIR fully operational.

TIR has remained operational throughout this period, though SafeTIR had not been implemented for technical reasons.

Legislation on the Carriage of Dangerous Goods by Road has been obtained and the compliance with ADR requirements has been examined.

3.15.3 Module C

In anticipation that the outstanding problems with Customs introducing SafeTIR would be resolved during 2000, 16 project PCs were tendered for in January 2000 and contracts awarded.

These will be located in the main O/D and connected to the IRU supplied server that has been installed at Customs Headquarters in Tashkent. The system is anticipated to be operational in time for the project PCs to establish a network for SafeTIR.

3.16 Liaison with Other Projects

The Consultant's project team has continued to liaise with and meet with other projects that have an interface with this project including:

- TRACECA - Joint Commission Project
- TRACECA - Establishment of the Azerbaijan Ministry of Transport
- Tacis - Improvement of Traffic Flows on TENS Corridors II and IX
- Tacis Cross-Border Programme
- TRACECA - Traffic Forecasting Programme
- ADB Customs Reform Programme

3.17 Changes from the Inception Programme

The progress achieved during the reporting period is the same as that indicated in Sections 3.5 and 3.7 of the Inception Report with the following exceptions:

3.17.1 Module A

The tenders for both the training and ADR equipment were delayed mainly due to the necessary Takis internal approval processes but these are now completed.

The Consultant has provided training in all countries using rented equipment where necessary. The project equipment will be available by the time the majority of Training Centres are in a position to deliver their new courses, but in the meantime they are also using what they have or can borrow.

3.17.2 Module B

There have been no changes.

3.17.3 Module C

The tender for the Customs equipment had been delayed due to the following:

- The Customs requirements for the implementation of SafeTIR are not identical. This resulted in the need to develop individual packages, rather than the standard package proposed in the ToR.
- Last minute requests for changes to the specification from some Customs Authorities.
-

The delay has not affected the project, as most of the potential recipients are only now ready to fully implement SafeTIR.

3.18 Progress Overview

Form 2.2 Project Progress Report provides details of the programme and resources used during the reporting period. When compared to Form 1.6 Work Programme in Progress Report 2, it indicates only minor scheduling changes made to visit programmes. There has been a small increase in forecast EC Consultant time for Category 2 and 3 personnel in the training element of the project, but a significant increase in local personnel. The reasons for this were as follows:

- Increased translation resources required for up-dating the training materials and for the Legal Blueprint Report.
- On-going production of an interactive CD containing all training materials and additional advice on examination procedures and monitoring.
- Increased use of local specialists in assisting in preparing the draft Business Plans.
- Additional meetings with Customs to finalise equipment requirements.

Form 2.3 Resource Utilisation Report indicates that the Consultant has used approximately 80% of personnel resources in 15 months. This is as planned due to the lower requirement for personnel resources in the later part of the project when most of the

training programme has been undertaken and all the equipment has been approved for purchase and is being installed.

Form 2.4 Output Performance Plan provides details of the Consultant's progress according to the Inception Workplan and ToR. The Project is currently progressing well. There were increased delays on the tendering for equipment described in Section 3.4, but this is not expected to affect the overall programme as indicated in the relevant sections.

Form 2.2: PROJECT PROGRESS REPORT

Project Title: TRACECA: International Road Transport Transit Facilitation	Project number: TNREG 9802	Countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan	Page: 1 of 1
Planning period: August – December 2000	Prepared on: January 2001	EC Consultant: Scott Wilson	

Project objectives: To assist the eleven countries of the region to create the most favourable conditions for road transport in terms of economic operations in line with the current UN/ECE and EU standards.

No		ACTIVITIES		Project month		TIME FRAME												INPUTS							
						2000												PERSONNEL				EQUIPMENT		OTHER	
						August 11		September 12		October 13		November 14		December 15		Man days		AND MATERIAL		Planned	Utilised	Planned	Util		
																EC Consultant		Local Personnel							
												Planned	Utilised	Planned	Utilised										
1	Module A																								
1.2	Procurement plan																								
1.3	Assessment of legal base																								
1.4	Assessment of training institutes	x	x	x	x																				
1.5	Training of mangers in EU																								
1.6	Selection of trainers	x	x	x	x	x	x	x	x																
1.7	Development of business plans	x	x					x	x	x				x	x	x									
1.8	Equipping of centres	x	x	x	x									x	x	x	x	x							
1.9	Delivery of training courses	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
1.10	Monitoring and evaluation													x	x	x									
2	Module B																								
2.1	Confirmation of ADR / TIR status																								
2.2	Assessment of legal base														x	x	x								
2.3	Assistance in extending TIR							x	x	x	x	x													
2.4	Assistance in extending SafeTIR							x	x	x	x	x													
2.5	Assistance in implementing ADR							x	x	x	x	x													
3	Module C																								
3.1	Procurement plan																								
3.2	Prioritisation of Customs O/D									x	x	x	x	x											
3.3	Purchase & installation of equipment	x	x	x	x					x	x			x	x	x	x	x							
	Project co-ordination	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
TOTAL														800	680	900	700								

Form 2.3: RESOURCE UTILISATION REPORT

Project Title: TRACECA: International Road Transport Transit Facilitation		Project number: TNREG 9802		Countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Tadjikistan, Turkmenistan, Ukraine, Uzbekistan			Page: 1 of 1	
Planning period: August – December 2000		Prepared on: January 2001		EC Consultant: Scott Wilson				
Project objectives: To assist the eleven countries of the region to create the most favourable conditions for road transport in terms of economic operations in line with the current UNECE and EU standards.								
RESOURCES/INPUTS		TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	REALISED PREVIOUSLY	TOTAL REALISED	AVAILABLE FOR REMAINDER	
PERSONNEL							Balance	
A1	Category 1 in EU	138	25	20	96	116	22	
A2	Category 1 in CIS/CEC	769	200	180	355	535	234	
A3	Category 2 in EU	59	25	20	23	43	16	
A4	Category 2 in CIS/CEC	418	250	250	54	304	114	
A5	Category 3 in EU	294	100	80	147	227	67	
A6	Category 3 in CIS/CEC	183	200	130	74	204	-21	
A7	Local Experts (Subs of W Company)	120	100	40	70	110	10	
A8	Local Experts and Researchers	740	150	140	620	760	-20	
A9	Interpreters	500	250	290	117	407	93	
A10	Translators	500	250	84	200	284	216	
A11	Drivers	370	150	146	83	229	141	
TOTAL		4091	1700	1380	1839	3219	872	

Form 2.4: OUTPUT PERFORMANCE PLAN

Project title: TRACECA International Road Transport Transit Facilitation	Project number: TNREG 9802	Countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan	Page: 1 of 1
Planning period: August – December 2000	Prepared on: January 2001	EC Consultant: Scott Wilson	
Output Results	Deviation original plan + or -	Reason for deviation	
Legal Blueprint Report	0	0 due prioritisation on training materials	
Commissioned Training Centres	0		
Business Plan for each Centre	+3 months	On-going plans prepared in region	
Completion of Training Courses in region	0		
Equipment installed at each Centre	- 4 months	Length of time in agreeing tender procedures and approval of tender documentation, changes in specification due to length of tender period	
Courses completed, approved and monitored	0		
All countries signed and implemented TIR Convention	0		
All countries signed and implemented ADR	0		
All countries with TIR implement SafeTIR	0		
Internal network extended by communications equipment	- 4 months	Length of time in agreeing tender procedures and approval of tender documentation	

4 PROJECT PLANNING FOR THE NEXT REPORTING PERIOD

As a result of the 15 month extension the Consultant will be overseeing the installation and testing of the equipment to be provided, undertaking monitoring visits of in-country training courses to be run by Training Centres, providing further assistance with business planning and checking on any equipment warranty issues.

It should be noted that this strategy will mean that a full-time project team will not be present in the region throughout the whole of the next reporting period. However, as series of visits will be made by the members of the project team in order to undertake the tasks identified above, and contact will be maintained through our local specialists.

The key common issues during the next reporting period will be as follows:

- Monitoring
- Business Planning
- TIR and SafeTIR.

4.1 TRACECA Trainers Training Programme

The training programme will be completed in January 2001 with the following courses:

- Armenia CPC Passenger and Freight
- Tadjikistan ADR, DGSA and Customs
- Uzbekistan ADR, DGSA and Customs

Once the training programme is completed, all 11 countries will be in a position to develop and provide courses in the approved Training Centres. During the next reporting period, trainers will be monitored by the Consultant through courses being run nationally or through group seminars in key locations. The timing and location of these monitoring visits will be dependent upon suitable training courses being provided by the Training Centres.

The examination procedure will be further discussed to agree a procedure that will ensure eventual compatibility with international standards. Further help will be provided to obtain IRU Academy ratification of courses.

The production of the interactive CD-ROM for all training centres has been delayed but will be issued in February 2001. It will contain all the training material provided at the Management Course in the UK, as well as all the core material provided during the in-country training courses. It will provide a single source of all information and will be in addition to hard copies of the training materials and appropriate materials relating to international road transport, such as copies of Conventions. Thus, each Centre will have a Library based on CDs, disks and books. This later delivery of the CD-ROM does not affect the ability of Training Centres to provide courses.

4.2 Business Plans

Detail of the business plan procedure and continuing action is contained in Appendices 1-3.

4.3 Legal Blueprint Report

The Legal Blueprint Report will be circulated by the end of January 2001.

Recommendations on changes or adjustments to existing legislation in each country will be provided with the objective of enforcement of the need for professional competency to operate a road transport operation, thus supporting the training programme.

4.4 Tender Strategy

As was anticipated, some national Customs Authorities only finalised their specific computer equipment requirements at a late stage. Some requirements were not compatible with the tender specifications that had been included within the earlier international tender and therefore an additional purchasing programme was developed.

The option of direct tendering in some countries was agreed in respect of specific cases, by the Task Manager and the Tacis Procurement Unit. This issue will be addressed in the next reporting period. The proportion of direct purchase is not significant in relation to the overall purchases undertaken by the original international tender.

The Consultant will supervise the direct tendering procedures in compliance with Tacis rules. In addition, the Consultant will undertake random inspections of the equipment once installed in order to ensure compliance with the objectives of the project.

4.5 TIR and SafeTIR

The programme for the implementation of TIR and SafeTIR will continue to be undertaken in co-operation with IRU and they will be kept fully advised of the on-going programme. The visit of the Consultant's SafeTIR specialist to the Caucasus was unavoidably delayed and is now scheduled for late February / early March 2001.

This visit will assist Customs to implement the integration of the project equipment into their existing systems. Customs are confident that they know how to achieve the improvements to SafeTIR expected from this equipment, but are pleased to have the opportunity to discuss technical details, for the sake of complete clarity.

4.6 Country Action Plans

The scheduled dates are indicative and may be subject to change due to unforeseen circumstances.

4.6.1 Armenia

The Project Team will concentrate in Module A on the completion of a refined Business Plan by latest August 2001, following the completion of the training courses in January 2001. Monitoring of training courses will be co-ordinated within the other Centres of the Caucasus. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

In Module B, the emphasis will be on providing assistance to the IRU and delivering equipment to Customs with the objective of completing the installation of the SafeTIR pilot by April 2001. Support for the introduction of ADR legislation will also be provided.

Delivery of the support equipment in Module C is anticipated by the end of February 2001.

4.6.2 Azerbaijan

The Project Team will continue to refine the Business Plan by latest August 2001. Monitoring of training courses will be co-ordinated within the other Caucasus countries. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

The action under Module B will be to monitor the progress of ADR and assist as required.

The action in Module C will be to assist Customs in installing the project equipment anticipated for delivery by the end of February 2001, and in obtaining any required software from the IRU for the support equipment being provided.

4.6.3 Georgia

In Module A, the Project Team will refine the Business Plan by latest August 2001. Monitoring of training courses will be co-ordinated within the Caucasus. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

With Customs acceptance of SafeTIR under Module B, the task will be to assist them to implement SafeTIR through linkages with the installed ASYCUDA programme in Tbilisi.

Supply of Module C equipment is anticipated by the end of February 2001.

4.6.4 Kazakhstan

In Module A, the Project Team will refine the Business Plan for the KazATO Training Centre and undertake monitoring of training courses co-ordinated within Central Asia by the end of August 2001. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

The main task under Module B is to resolve the existing SafeTIR problems identified during the joint visit of the Consultant and the IRU in October 2000.

It is considered that Customs may require assistance in the implementation of SafeTIR in key locations under Module C using the equipment anticipated for supply by the end of February 2001.

4.6.5 Kyrgyzstan

The Project Team in Module A will further refine the Business Plan for the Kyrgyz AIA Training Centre and undertake monitoring of training courses co-ordinated within Central Asia by the end of August 2001. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

In Module B the IRU have approved the issue of TIR carnets and the server installation at AIA. Progress on establishing ADR will be sustained.

Under Module C the project Team will resolve the question of supply of suitable equipment to Customs to enable them to report effectively to AIA on TIR discharges at O/D.

4.6.6 Moldova

The Training Centre is expected to achieve accreditation of its courses from the IRU Academy by April 2001. The Consultant will undertake monitoring of training courses co-ordinated with Ukraine and Mongolia by the end of August 2001. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

Under Module B the Consultant will provide further assistance in relation to national legislation in support of the acceptance of ADR.

Equipment is anticipated to be provided under Module C by the end of February 2001.

4.6.7 Mongolia

Following the completion of all training in September 2000, the Consultant will undertake monitoring of training courses co-ordinated with Ukraine and Moldova by the end of August 2001. At the same time the Business Plan will be refined. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

Under Module B further assistance on the application to issue TIR carnets will be given.

Module C is not applicable at this stage.

4.6.8 Tadjikistan

The Consultant will complete the ADR, DGSA and Customs training programmes in January 2001, in Dushanbe. The Consultant will undertake monitoring of training courses co-ordinated within Central Asia by the end of August 2001. The draft Business Plan will need further development. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

It is unlikely that significant progress can be achieved on Modules B and C in the current circumstances but the Consultant will assist as much as possible.

4.6.9 Turkmenistan

The Project Team will undertake monitoring of training courses co-ordinated within Central Asia by the end of August 2001. The Business Plan will also be further developed using additional input from the Consultant. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

In Module B, the Consultant will liaise with IRU on the TIR application process.

Module C is not applicable at this stage.

4.6.10 Ukraine

The Consultant will undertake monitoring of training courses co-ordinated with Mongolia and Moldova by the end of August 2001, and ensure that the Business Plan fully reflects the aspirations of the Training Manager. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

There has been progress on Module B with ADR likely to be fully accepted into national legislation by early 2001.

Equipment is anticipated to be supplied under Module C by the end of February 2001.

4.6.11 Uzbekistan

The Project Team will further review the Business Plan to ensure it reflects the intentions of the Training Manager, and to undertake monitoring of training courses co-ordinated within Central Asia by the end of August 2001. Delivery of the Training Centre and ADR Training Equipment is anticipated by the end of February 2001.

The main activity under Modules B and C will be the delivery of equipment and implementation of SafeTIR in Customs, following the successful joint visit of the Consultant and the IRU in October 2000.

Equipment is anticipated to be supplied under Module C by the end of February 2001.

4.7 Changes from Inception Programme

The only changes to the programme indicated in the Inception Programme are the extension of the project timeframe by 15 months and the additional regional monitoring visits planned for training courses.

The procurement programme has been subject to late changes from some of the recipients but in each case a remedial Action Plan has been agreed with the Task Manager.

The programme shown in Forms 2.3, 2.4 and 1.6 Plan of Operations for the Next Period indicate that the project will be completed within the revised schedule and that it will achieve all the project objectives contained in the Project Synopsis.

4.8 Glossary

A brief Glossary of Terms has been provided in Appendix 4 as a helpful reminder for readers of this report. It does not set out to be a definitive Glossary of all terminology used as this could add unwanted and lengthy detail.

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

Project Title: TRACECA: International Road Transport Transit Facilitation										Project number: TNREG 9802										Countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Tadjikistan, Turkmenistan, Ukraine, Uzbekistan										Page: 1 of 1	
Planning period: January – September 2001										Prepared on: January 2001										EC Consultant: Scott Wilson											
Project objectives: To assist the eleven countries of the region to create the most favourable conditions for road transport in terms of economic operations in line with the current UN/ECE and EU standards.																															
			TIME FRAME																								INPUTS				
			2000																								PERSONNEL man days		EQUIPMENT AND MATERIAL	OTHER	
			January	February	March	April	May	June	July	August	September																				
No	ACTIVITIES	Project month	16	17	18	19	20	21	22	23	24	EC Consultant	Local Personnel																		
1	Module A																														
1.2	Procurement plan																														
1.3	Assessment of legal base																														
1.4	Assessment of training institutes																														
1.5	Training of managers in EU																														
1.6	Selection of trainers																														
1.7	Development of business plans																														
1.8	Equipping of centres			x	x	x	x	x	x	x	x	70	50																		
1.9	Delivery of training courses																														
1.10	Monitoring and evaluation											40	50																		
2	Module B																														
2.1	Confirmation of ADR / TIR status																														
2.2	Assessment of legal base																														
2.3	Assistance in extending TIR																														
2.4	Assistance in extending SafeTIR																														
2.5	Assistance in implementing ADR																														
3	Module C																														
3.1	Procurement plan																														
3.2	Prioritisation of Customs O/D																														
3.3	Purchase & installation of equipment		x	x	x	x	x	x	x	x	x	90	160																		
	Project co-ordination		x	x	x	x	x	x	x	x	x	60																			
										TOTAL										260	260										

Appendix 1: Overview of the Business Planning Process for TRACECA Training Centres

Executive Summary

Each Training Centre has a manager who has been trained during a one-week course in the UK on how to run a training centre along European lines, with the exception of Turkmenistan who were unable to send a participant. All the course material was subsequently provided to them along with detailed explanations in Ashgabat.

Project funds have been provided to the Training Centre managers to pay for trainers during training and for development of each training centre.

Many states were also advised to set up an examination body that was seen to be independent of those who offer courses and of the trainers who teach on the courses. This concept has been difficult to establish in an educational environment unused to such practices. Naturally this subject touches the core of this project as the aim has been to establish training that can be compared to that delivered in any European country.

All Training Managers have been given information for setting up a system of examinations and have been advised on the generally accepted rules of tasks and requirements for any examination body.

Although the project established a model training centre in each state, other training centres are now being discussed, and in some states are operational. By linking the model training centres with the IRU Academy in Geneva, (through the National Road Carriers Association who are the recognised member of the IRU), it is anticipated that the examination standards that are now being set, will establish a standard that other training providers will have to match. This will help to regulate the level of knowledge and understanding that all participants must reach to achieve a pass mark.

All of the above leads to the need to establish a practical business plan for each training centre, so that all the many issues can be focussed onto the model training centre that can become the benchmark of transport training in each state.

The starting point for each business plan was the outline shown in Appendix 2, which was sent to each Training Centre Manager prior to the start of the training course in the UK. They were asked to complete the detail requested as fully as possible and bring it with them (in draft) to the course. This was done in most cases and preliminary discussions were held to suggest where more detail was needed.

Following the course, all countries have held further discussions with project team members, which have been found to be particularly useful after the CPC, ADR, DGSA and Customs training had been completed. At that time (and sometimes for the first time) Training Centre Managers were fully aware of the scope and content of the courses that they were being asked to establish. This process of draft and review will continue until the end of the project.

It has to be remembered that such vocational training is quite new to some states and many Training Centre Managers are new to this role and to the responsibilities entailed. For some this is a part time role as they are still employees of the Ministry of Transport, or an equivalent body.

There is also no well established higher education structure in many states. Some that have been seen are under-funded, under resourced and poorly managed leading to some corrupt practices. Cash payments in lieu of examination has been found for Drivers Licences, Annual Vehicle Inspection, road-side vehicle checks and is common practice in daily life in the region. Attempts are being made to eradicate such practices but this may take a long time. Meanwhile Training Centres are attempting to establish CPC, ADR and DGSA examinations in such a way as to make corrupt practices more difficult to achieve.

An Overview of Training and Business Planning

Ahead of the Manager and Assistant Manager training in the UK in June 2000, the Consultant circulated to all participants the outline of a business plan (Appendix 2). During this one week of training, the nature and function of a road transport training centre was explained in detail. Each participant was then given the opportunity to discuss the approach they were going to use for the content of their own business plan, in open forum and with personal discussions.

The experience of the group varied widely. Some were very confident that they knew exactly what was expected, but others had no prior knowledge of teaching or of running a commercial business (or a combination of both). Much of the existing training provided in the TRACECA states is done at no cost to the student or at an unrealistically low cost. The concept of the need for income to cover operational expenses and for the eventual replacement of capital goods provided under this project when they need replacement, was new to many.

These issues were also discussed at length during subsequent Consultant visits to each state.

In a few cases an outline draft of Appendix 2 that had been partly completed was used to explain in more detail what was required.

There were a number of specific visits made to training centres to assist with the Business Plan and provide further input on the nature and role of training centres in Europe. These visits also looked in detail at examination requirements, the legal structure of the training centre and the importance of registering as a training provider and seeking tax relief on income generated.

Further help has also been given at the appropriate time, in the form of a more detailed outline of the type of issues that will need to be discussed in order to increase the range of courses offered by each training centre. This is provided as Appendix 3 to this Report.

Each Training manager provided a draft outline of his business plan within a few weeks of each visit. These were commented on so that there could be a steady improvement in the quality and content of each plan. A date for any revised plan was subsequently agreed with each Manager.

Issues arising

The main issue for each manager has been to gain information on the potential training requirements of the state, as many transport operators are not obliged to provide details of the vehicles they operate and often under-declare the number of vehicles they own to avoid tax and other legal liabilities. This makes any estimation of the vehicle parc (and from this the number of drivers and managers to be trained), particularly difficult.

As some states are starting to introduce the need for an operator's license before vehicles can be operated, this issue will become less important, over time as vehicle numbers will need to be registered.

Responsibility for maintaining the plans

It was made clear from the start that it was vital that the business plan was seen to be the responsibility of each training manager, as it would be his plan after the project was completed, and that the business planning process is an on-going exercise.

It has been explained to each manager that he is the only person with access to the knowledge of what is required for his market who is able to relate the detail to the framework discussed during the management training course in the UK.

Appendix 2: Draft Business Plan Outline

The draft outline given to each training centre manager was as follows:

DRAFT BUSINESS PLAN FOR XXX TRAINING CENTRE

1. INTRODUCTION

This draft business plan has been prepared on the basis of discussions with Mr XXX the Training Centre Director/Manager (delete as appropriate) and XXX (insert name as appropriate)

It has been agreed to review the draft document on XXX (enter date).

This business plan is indicative only and is intended to cover the first year of operations.

Currently training is organised by XXX and agreed with XXX (enter details as appropriate).

Enter detail of premises, etc.

The mission statement of the training centre is XXX (enter details as appropriate).

Analysis of position after project training is completed in XXX (enter details as appropriate).

Strengths Such as: <ol style="list-style-type: none"> 1. experience in training 2. reputation 3. existing client base 4. training is an integrated part of the services provided to international transporters 5. support from IRU 6. possible financial support from xxx 7. strong links with CIS Associations of international transporters 	Weaknesses Such as: <ol style="list-style-type: none"> 1. no representation in other regions 2. no experience in running Training Centres of this type 3.
Opportunities Such as: <ol style="list-style-type: none"> 1. acceptance of ADR convention 2. licensing of freight operators 3. licensing of passenger operators 4. licensing of operators in CIS countries 5. road police to establish of a network of ADR Training Centres 	Threats Such as: <ol style="list-style-type: none"> 1. increased competition 2. establishment of the controlling body 3. road police 4. increase of VAT? on import of new trucks

The Business Plan consists of five sections:

- executive summary
- assumptions
- marketing plan
- operations plan
- financial plan

2. EXECUTIVE SUMMARY

Comprises a one page summary of all the detail of the plan.

3. ASSUMPTIONS

These should include:

1. Inflation rate of x per annum.
2. Currency conversion rates
3. VAT of x and Profits tax of y will be applied.
4. Eg. There are no significant contracted price increases in the pipeline.
5. Eg. Capital or revenue expenditure contracted for but not yet accounted for.
6. Average price for the course is an equivalent of \$x

4. MARKETING PLAN

4.1 Product

The main products will be:

- range of training courses (please detail)
- training materials
- on-line information support and exchange

Training courses will cover the five main areas:

1. courses for international drivers
2. ADR courses
3. DGSA courses
4. Courses for managers of transport operating companies
5. Courses for passenger transport operators

Some of the **training materials** and booklets will be published for sale.

You could develop such ideas as:

On-line support and information exchange between the training centre and major clients

4.2 Price

Currently the prices that you charge for your courses to achieve the financial objectives of covering the operational expenses and are known to be affordable by the clients.

Existing training course prices:

- international drivers courses - \$ x per person
- Managers of operating companies – \$ y per person
- ADR – \$ z per person
- Passenger or Freight CPC will be around \$? per person

Charges in Russia are some \$? higher.

We shall apply cost based methods to price calculations for future products in order to meet the objectives of the training centre.

4.3 Promotion

Currently, training products are promoted through XXX (enter details as appropriate)

When establishing the training centre it will be necessary to prepare a promotional campaign using the web site, publications in the regular newspaper of XXX, direct client contact and other means of promotion and raising client awareness.

4.4 Place

The training centre will be based in XXX (enter details as appropriate)., which is situated in the centre of the city and easily accessible by clients.

4.5 Customers

Potential customers may be grouped into two major groups:

- members of Association
- other transport operators
- Total numbers of trainees trained since?

Members of the Association currently form a pool of the main clients. There are XX companies that are in the Association, with YY of them being permanent members. On average, the Association represents XX trucks that are served by 2 drivers each. This gives an approximate number of potential clients for international driving course of YYY.

It was estimated by the road police that there are YY potential clients for ADR courses in the main city, alone. The basis of the assumption for this estimation has not been checked.

4.6 Competition

There are a number of training centres in ?

5. OPERATIONS PLAN

This will cover the resources required to achieve effectively the delivery of courses and planned income.

- what is the source of trainers, what are their qualifications?
- how are the trainers paid?
- how adequate are the lecturing/tutorial facilities?
- what communications/media equipment is used, is it adequate?

- what is the management structure?
- what system of quality control is in place?
- how adequate are the administration resources?
- what are the fixed/standing charges of the centre?

6. FINANCIAL PLAN

6.1 Profit and Loss

Details of financial performance based on the income generated as per the Marketing Plan, costs of training and other fixed and variable costs of running the centre

	Local Currency	\$
Training Course Income		
Other Income		
Total Income		
Cost of Courses		
Tuition ()		
Materials		
Other		
Total Direct Costs		
Contribution		
Fixed Overheads		
Employment (6 trainers +dir, secr., freelance + support, accountant)		
Establishment (AsMAP)		
Office		
Communications 1000,		
Marketing		
Professional		
Finance		
Other		
Total		
Net Profit		

6.4 Cash Flow

Indicates the cash flows based on the P& L and highlights funding requirements.

	Local Currency	\$
Inflow (advance) - Income (summer, winter- low) sep., oct., apr, may	End month	
Outflow-		
- Cost of training		
- Overheads		
Total		
Net Inflow/(Outflow)		
Balance brought forward		
Balance carried forward		

14 day – salary

Rent- month end

6.5 Balance Sheet

Details of the fixed assets and working capital requirements.

	Local Currency	\$
Fixed Assets - Computers and office equipment		
Current Assets - Debtors (AsMAP)		
- Inventory		
- Sundry Debtors		
Total		
Current Liabilities - Creditors		
- Tax payable		
- Sundry Creditors		
Total		

Bank and Cash		
Net Assets		
Shareholders Equity - Capital - Revenue Reserves - Profit & Loss Total		

Appendix 3: Detailed Business Planning Process

This document provides a more detailed outline for training centres to consider, once the original outlines have been considered and a draft plan generated.

1. The Importance of Training

1.1 Mission

The mission of the Training Centre is to develop and deliver an optimum policy of training and education in the transport industry. The training vision of a training centre is both the transferring of knowledge and skills and the development of a professional attitude to the trainees. Only in close consultation and co-operation with the transport industry can training courses be developed. A Training Centre identifies trends and developments in the companies and translates these into improvements or adjustments of the training courses.

This implies the need to constantly redefine the training programmes, reworking the contents in the light of the new objectives, designing methods more suited to the individual needs of the trainees, and lastly, putting these new methods and ways of working into practise.

1.2 Why Train?

There is a huge need to institutionalise training activities for drivers and managers to improve their professional competence. This will not only lead to an improvement of the transport industry in each state and the development of a more efficient and competitive road transport industry, but also will narrow the gap, for future compliance with the rules and regulations of the European Union.

Vocational training is a key element for the labour market to function correctly, to create employment and to promote workers both personally and professionally. It is also an essential factor in corporate competitiveness and the quality of services and goods.

There are various forces of change that strongly influence the development of the road transport sector. Such forces should be taken into consideration by the management of the training centre, when shaping the operational plan for the future. The main forces of change include concerns over safety, developments in technology, demands on service quality, legal requirements and changes and changing customer demands.

The road transport companies will need to take into account these forces of change, and will find the best strategy to respond to them.

Table 1: Some forces of change

Safety issues	<ul style="list-style-type: none"> ▪ driving time, speed and distance ▪ vehicle construction and testing ▪ regulations for drivers and road standards
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Technology developments	<ul style="list-style-type: none"> admin. & operations, EDI vehicle technology road infrastructure
Quality issues	<ul style="list-style-type: none"> customer demands ISO requirements impact of new technologies
Legal requirements and changes	
Flexibility and customer demands	

It is important to understand and realise the effect of changes in legislation in this sector as it covers items such as harmonisation of regulations, driving hours and training requirements. Changed legislation will force companies to upgrade, where otherwise they might not have. Some companies, on the other hand, will realise that legal requirements and regulations can be utilised as promotional tool and as a tool for gaining competitive advantage to show customers that the company is at the leading edge of change in the branch.

The focus on legislation and regulations at EC level will lead to more discussion on items as safety and quality. The requirement for companies to train employees who deal with the transport of dangerous goods has meant that companies have engaged in formal training of their employees for the first time. It is understandable that smaller companies have some problems in releasing busy employees for a longer period. In order to meet this problem the training should be divided into modules.

2. What Courses to be delivered?

2.1 Long-term objectives

The main purpose of training is to improve the road transport sector so that it can either meet the requirements of good international practice or be an important facilitator to a successful integration into the European Union in due course.

Another objective is to provide a sound foundation for the training activities so that development and expansion of the training courses will be possible in the future.

2.2 The formulation of training objectives in response to labour market and employment requirements

One of the priorities in the management of a training organisation is the choice and nature of the training courses to be implemented and offered to trainees, and in the formulation of their content.

The nature and the contents of the various training courses should comply as closely as possible to the identified needs of each state.

To achieve this there needs to be consultation with road transport employer representatives as well as more wide ranging research designed to provide data on employment and training from all available sources.

If one of the long-term objectives is a successful integration into the EU, then this implies meeting the European standards both with regard to minimum level of training for drivers and with regard to professional competence of operators in road transport companies.

2.3 Five steps from training needs to training programmes

The following is a schedule relating to the process of translating a job profile into occupational standards and then translating these into educational standards.

Step 1:

Each training centre needs to establish:

- the principle characteristics of a job
- orientation of the job within society
- enumeration of areas to practise a profession
- certificates and diplomas
- knowledge
- responsibilities
- professional skills (means skills which enable a professional activity to be carried out successfully).

What sources can be useful to develop the occupational standards? First all empirical investigation can be used. These include questionnaires, interviews and a thorough scientific approach in investigating the needs of the labour market (such investigation is often done by a research institute).

Through personal contacts, by building up a network of influential road transport operators within the labour market and by making good use of questions asked (making new questions while interviewing on the basis of already given answers) a better and more detailed insight into the needs of the labour market is possible.

It is important to keep in mind the following critical issues in developing occupational standards:

- identification of economical needs
- taking into account of regional varieties and safeguarding national uniformity
- involvement of social partners
- classification within occupation (horizontal classification) and levels experience within an occupation (vertical classification).
- EC directives and national legislation.

Of greatest importance is the feedback to and from the involved companies.

Step 2:

The next step is to give the job a name and to name the qualification. If necessary the qualification is subdivided into sub qualifications.

Again, the importance of feedback to and from the involved companies cannot be over emphasised.

Step 3:

The necessary knowledge and skills have to be translated to educational standards (learning goals). For this the feedback from the IRU Academy can be useful.

Step 4:

After setting up the educational standards the next step is to establish a training plan and schedule for examination.

It is important not to formulate the educational standards too strictly, otherwise they will need to be adjusted at every little change.

For example when in the educational standards it is stated that the trainee should know all relevant rules and regulations, the Centre needs to establish exactly what regulations the trainee should know.

For the training plan the items are selected, and elaborated in a way that meets didactic standards and the examination targets are set.

Step 5:

The final step is to determine the most appropriate methodology, instructional materials and last but not least a trainers guide. Then syllabi can be developed and written.

The last step includes the examination questions being developed as well as the organisation and the procedures for the examination.

There is a strong preference to create a clear distinction between training and examination. The organisation responsible for the examination will have to ensure an independent and thus reliable examination process and issue of certificates.

2.4 Planning of the number of trainees of international carriers in the period 2001-2005

1. Drivers training: administration (also including loading/unloading techniques)

3 days

According to European Union Directives 76/914 and 3820/85 drivers of vehicles with a weight more than 7,5 ton and younger than 21 years should be in the possession of a certificate of professional competence, which includes knowledge of administration and national and international relevant legislation and regulations.

In countries like the Netherlands all drivers of vehicles more than 7,5 tons need such a certificate. In other European countries there are other interpretations of this directive. It is vital for each TRACECA state to determine what its National policy will be.

As the training programmes aim to improve the skills of the drivers and thus to increase the efficiency of the road transport operations, it is recommended to make this compulsory for all drivers of heavy vehicles.

2. Drivers training: mechanics; maintenance

2 days

As vehicles from an old fleet of trucks and trailers are being replaced, new trucks and trailers will need other type of maintenance and repair skills. Therefore, it is recommended to organise a two-day workshop on mechanics and maintenance for drivers of new trucks and trailers.

3. Driving techniques

2 days

Improving driving techniques and cost-efficient driving are important potential savings for road transport companies. Therefore, it is recommended to organise two-day training programmes on improving driving techniques.

4. Transport under ADR

3 days

European Union Directives stress the need for a special certificate for drivers engaged in transport of dangerous goods (ADR). The validity of the ADR-certificate is 5 years as stated in the ADR-agreement and in the EC-directives.

The number of trainees for this part of the training will thus be increased by the number of drivers who have to take a compulsory refresher course and a test for a new certificate.

The contents of the training and the organisation of the examination are regulated by the international ADR-agreement, which are a part of EC-directives in this field.

5. Language training German and English

5 days each

In order to provide international drivers going to EU countries with the language communication skills in an efficient way, language courses in German and English are recommended.

6. CPC course for managers/operators

9 days

This course takes 9 days, but for practical reasons this course will be delivered in two parts : one of 5 days and another one of 4 days.

The course for transport managers and transport operators, which leads to certificate of professional competence (CPC), will be compulsory by national legislation (which is also according the EU Directives) in order to obtain a license for operating a transport company.

Therefore, all road transport companies carrying out international haulage need such a license and therefore at least one person in the company (directly involved in the day-to-day transport operations) will need to possess a CPC in either freight or passenger operations.

7. Business administration (accounting, costing, management information systems and taxation)

5 days (possibly + 1 day for each of the subsequent years)

It can be assumed that 50% of the members of the National Association with more than 5 vehicles will send one person to this course in a five-year period.

8. Planning and middle-management (including trip and route planning)

5 days

Planning (including trip and route planning) is an important skill to be developed, therefore, a course has to be planned to train dispatchers. The course also has to include some basic management skills at middle-management level.

3. How to deliver Training Courses

3.1 Staffing of the training centre

The establishment of a new vocational training centre needs good representation and to be well equipped. Although the new model training centre could be the host for the central administration of both training centre and examination centre, the examination body itself should be structurally independent from the training organisation.

The establishment of the training centre has to be done carefully. This implies the establishment of quality class rooms for theoretical education and a sound infra structure for the recruitment of trainers and the development of new courses.

How the training centre is staffed will establish how effective it is in helping its clients (companies and trainees) and in its dealings with the overall market. The office needs to be equipped with modern communications and computer facilities to enable reliable records to be made of trainees and the courses they have followed.

3.3 Taking into account the trainee's personal needs

Access to training must be open to all persons, from all educational levels and backgrounds. The way training programmes are delivered should keep pace with developments in society as a whole. The system must also ensure that the future individual needs of those people to be trained are taken into account through a system that is as flexible as possible. Training must therefore be devised to suit the trainee, rather than select the people who suit the training course.

Ideally, a good training course is one that gives every applicant the possibility of acquiring necessary skills along with the guarantee that they will be recognised in the labour market. All this should be achieved through a programme taking into account the trainee's personal situation, his needs his capabilities and his experience.

Training must be designed in such a way that its elements can be easily identified, selected and combined to form personalised programmes containing only what is necessary. In fact this is the first objective of **modularisation**.

So that the development of training products suited to varying situations and to rapid change does not lead in practice to the unnecessary expensive creation of a mosaic of educational programmes with overlapping and partially redundant contents, training design should be as rigorous as possible. In this way the selection and organisation of training contents can be carried out in an economical and rational way.

In this perspective, training modularisation means designing and developing modular training products, or modules, whose objectives correspond to work requirements or meet legal guidelines in a given vocational field, for example the international driver, and which can be combined in various ways to form training programmes.

The approach is three-fold:

1. the module must be self-standing. It must consist of a full training period developing real skills that really are required by the labour market and relate to real company needs
2. it must be possible to combine the module with other modules, either in the same vocational area or between different areas. The trainee therefore has the means to gradually raise or widen and diversify his range of skills. Different programmes can then be followed by the trainees whether they are looking for a training leading to a recognised qualification, re-training or the acquisition of supplementary skills; the

- possible routes through the system are then either: a single module, a group of modules, or a course leading to a recognised qualification
3. trainees following modules must be appraised and the skills acquired certified so as to be added in a cumulative way of the training process.

3.3 Recruitment of trainers

Programmes, policies, approaches, tools etc. are only fully efficient if they are implemented by competent and efficient personnel. Clearly, the modular organisation of training courses, the development of the training courses covering wider areas than only courses for drivers all affect the very nature of training as an occupation.

Although the basic functions of the trainer are not radically affected, there will be more emphasis on the structuring and facilitating roles. The role of the trainer has to be changed from just a transmitter of knowledge to someone capable of stimulating a group by teaching methods such as role playing, case studies and simulation.

The trainer must be prepared for continuously improving his own technical, interpersonal and educational skills while at the same time keeping in touch with his speciality so as to be able to understand technical and structural changes.

The recruitment of trainers is a serious matter. Distinctions have to be made between those who are more or less permanently involved with the training centre and those who are asked to work for the training centre on a freelance basis. In this stage of establishing a training centre, it is important to realise that it is advisable not to get too many full time trainers on permanent basis because of the costs involved, but that at the same time the use of freelance trainers has the disadvantage of the fact that it is difficult to prevent the loss of useful experience. A good balance has to be found.

For recruiting trainers, a profile of the trainer is essential, as is an assessment form. Ideally staff assigned to a training course should be suitably qualified and have long term experience in the field that the subject of the training course concerns.

Special attention is necessary for the training of the trainers with regard to:

- further training of an educational nature, aimed at maintaining and improving the educational skills
- improvements linked to training modernisation corresponding to modification of training objectives or of a set of training courses within a vocational area
- updating activities as such, the aim being to maintain and update the knowledge of those concerned in relation to the changes in techniques and technologies used in the job, as for instance new software.

3.4 Marketing activities

Marketing has to do with knowledge of your target group. That is why it is important to identify the needs of the transport industry, and to produce basic statistics on the clients (trainees and transport companies).

The quality of a marketing database is important because it will be an important factor determining the quality of the training programmes of the training centre, but it can also be utilised as a tool for management information. The database should contain information such as:

- data about the trainees (age, experience etc.)
- name of the trainee's employer (links to the database of (say) the National Association, so it is possible to get operation characteristics as no. of vehicles, personnel)
- the modules the trainee has followed

The database should be user friendly. The marketing plan should be drawn principally from the marketing database, and should focus on recruitment of trainees. The plan should also include the set up of a brochure in which the course are presented and will include a promotional campaign to attract companies and to convince them of the importance of training and retraining.

After experience is gained by delivering courses in the training centre in one location it should be seriously considered to establish one or two regional centres in order to make it easier for the potential trainees to follow one or more modules of the offered training programmes. By doing this, the course is being brought to the customer.

3.5 Co-operation possibilities

For the sake of sustainability, it is important to give the new training institute the ability to receive the latest information on the subjects to be taught and on training methodologies. An agreement with a west-European training institute could be particularly useful.

Besides international co-operation, it should be considered that for certain training programmes that the training centre seeks co-operation at a national level.

3.6 The fee structure

In general the fee structure should increase the chances of the training centre being able to develop itself in the long term. The prices that can be paid by clients are, at this moment, a (potential) problem. However, the delivery of courses below realistically estimated direct costs should be avoided.

It is important that the training centre is able to convince clients that they really need the training programmes being offered. The training centre has to assure clients of the relevance of its programmes, and has to do its best to provide them in the most cost effective and efficient way.

The pricing policy should also include the subject of prices and payments for the examination. It could be considered to include the fee for the examination in an overall price for the course and the examination. There could also be a possibility for separate fees for the course as well as for the examination. In this way the examinations could also

be taken by candidates who prepare themselves for the examination in other ways such as distance learning.

4. Evaluation and Examination

4.1 Evaluation

When a training programme has been delivered it is important to know whether the programme has met the expectations of the trainee, the expectations of the client. When the trainee returns to the company after a two-day course he should be able to give positive and enthusiastic information about the course. This is the easiest and best way of advertising.

To identify whether the course was really fulfilling the needs of the trainee it is recommended to ask the trainee to fill in a questionnaire about various items of the course such as contents, organisation, length, method, trainer, location, etc. The result of these questionnaires may lead to an adjustment of the training programme.

4.2 Examination

The development of the examination should be based on the situation and circumstances in a given state. The following elements should be considered:

- Available time for attending courses and taking examinations
- Costs for examinations
- Organisation of the examinations
- Reliability
- Examinations in relation to European standards and CPC

If the overall training programme has been divided into several modules, the examination should also be divided into modules. The results of the modular examinations will in the end lead to the full qualification. There should be a validity-period for the partial results with the effect that all examinations should be passed within an agreed period of time, such as 3 years.

The examination can best be organised in a written form at the end of each module. A combination of multiple choice, open questions and cases can be used depending on the subjects to be tested. Since the training will focus mainly on day to day practice, the objective of the examination will be to assess whether the candidate is able to apply his knowledge in practical daily situations.

The examinations should be based on European directives as well as on national legislation and specific needs expressed by the transport organisations.

With regard to the ADR-examination, the regulations in the international ADR-agreement as well as the EC-directive (which are the same) must be taken into account. There are rather strict regulations for the examination, the examination body and the training.

An important aspect is that the examination body has to be approved by the “competent authority”, which is usually the national Government.

Certificates for ADR and CPC examinations are formal documents that have to be acknowledged by the national government. In accordance with that, the examination body also has to be an approved examination body.

Since developments in an open market will create the possibility that more training institutes will be founded, it is important to ensure the uniformity and reliability of the examinations and the issued certificates. Therefore it is the opinion of the Consultant that the examination body is an independent part of the organisation in order to meet the demands of the Government in this respect.

This will also give the possibility that the examination centre will be able to take examinations of candidates who are trained elsewhere or trained themselves.

Only for ADR must the training must be given by an approved training body. As a consequence of this, examinations should be developed by an independent body and only be issued at the start of the examination in presence of the examination authority. The examination forms should be evaluated by two persons and kept for later inspection. The time needed for each examination depends on the items to be tested but a general schedule of 30 minutes to 1 hour would be sufficient. The results will have to be registered in order to accumulate the various results for the final certificate.

This method of examination therefore needs the development of a question database from which examinations can be derived when needed, and the development of the information systems to use the question database. The results will have to be registered in a database for the preparation of the certificates and possible later checks of certificates. These information systems could be a part of the overall information system for the registration of applications for training, payments, planning, training –participation, etc.

The detailed test-results could be used as feedback to the training-programs and trainers in order to optimise the training.

In accordance with EC directives, the CPC for the transport operator and the ADR-certificate for the driver have a validity of 5 years. This should be taken into account in the forecasting of the number of examinations to be taken as well as an estimate of examinations as a result of failed previous tests.

5. Potential Threats for the Training Centre

Certain characteristics particular to road transport work against the effectiveness and development of a Training Centre.

- Lack of a training culture:
there has been a general lack of a training culture in road transport companies as in every European country. This means that training needs are not reviewed regularly

and as a result management are not aware of them. The situation has arisen as a result of the low level of education required for new recruits. Driving experience has been all important and the need for other skills such as route planning, etc. and the focus on service quality have only become apparent relatively recently. As such there is still a relatively low appreciation for the benefits of training except for the obliged courses, and management are only beginning to become more aware of the training requirements of their employees.

- Small companies constraints:
smaller companies state that the reality of their business is that they cannot spare the staff to attend courses or the time to develop long term training policies
- Unconventional working hours:
the unconventional working hours of drivers, who represent the major occupational category, also work against the development of a new training centre, when is chosen for providing training courses during so-called normal working hours.
- Fear of poaching of trained employees:
it might be possible that companies are reluctant to spend money to train their employees as they feel that it merely results in other companies poaching their valuable staff.

6. General Recommendations and Additional Aspects

1. Companies should be encouraged to seek to ensure that the problems of anticipated skills shortages are understood at senior management level and taken into account in strategic planning.
2. To make sure there will be enough skilled drivers in the next five years a careers awareness campaign aimed at school leavers covering opportunities in transport should be developed with the full participation of employers and supported by the training centre.
3. The training centre should try to convince companies of the worth of providing vocational transport career paths within their organisations.
4. The trainers and the trainer centre should be aware that it is possible to develop even shorter, closely targeted training programmes capable of delivery on an in-company basis.
5. The content of the training courses should be as practical as possible: theoretical concepts should at all times be placed against the background of real life experiences and situations in both national and international settings.
6. The training should be organised in such a way that an active involvement of participants will be guaranteed at all times. Practice has learned that a workshop type of training with lots of group working sessions is the best guarantee for an active participation.
7. Courses should have clear objectives and should lead to defined outputs.

Appendix 4: Glossary of Terms

CPC (Certificate of Professional Competence) - A given number of CPCs are required by staff employed in European transport companies at National or National and International level to enable the company to obtain an operating licence. It is a legal requirement as well as being used to ensure operating staff are aware of their responsibilities.

TIR (Transport International Routier) - An international Convention introduced by the Economic Commission for Europe under the auspices of the United Nations. It is a paper/carnet transit control system that provides duty guarantees in transit thereby avoiding the need to open the vehicles at each border crossing.

TIR Carnet. A document containing pairs of vouchers (carnets/volets) with corresponding counterfoils bound in a cover with one voucher being given up on entry to each country and another on exit, if a transit country. It is the paper tracking system that confirms the guarantee process.

SafeTIR - A computer based system that captures dispatch details from the country of origin and destination to confirm delivery and thus provide fast clearance of the liability inherent in a movement of goods by indicating that they have been safely delivered. It is not a tracking system for the journey as it does not contain entries from the transit countries but can give early warning of problems and delays, as the transit time is set within limits.

TIR O/D - The Customs Office of Discharge (of the financial liability "bond" on the TIR load) is the point of final Customs clearance, although it may or may not be the point of cargo unloading. If it is not the actual point of unloading, it is likely to be close by the point of unloading, as the movement between the TIR O/D is not covered by the TIR duty guarantees.

ADR (Agreement Dangerous Routier.) - The European Agreement governing the International Carriage of Dangerous Goods by Road.

DGSA (Dangerous Goods Safety Advisor) - This is the management training on ADR, as distinct from the driver training on ADR, and is for managers and supervisors involved in transport and the handling of dangerous goods. It therefore has a wider application than transport alone, such as packaging, storage etc.

ATP - The Agreement on the International Carriage of Perishable Foodstuffs and on the special equipment to be used for such carriage (ATP).

ATA Carnets - Part of the Carnet de Passage system for the temporary import of goods that will be exported later, such as an exhibition stands for exhibitions that then are re-exported to another country.