

The European Union's Tacis TRACECA programme
for Armenia, Azerbaijan, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan,
Moldova, Romania, Tajikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan

Capacity Development for Senior Transport Sector Officials

for Armenia, Azerbaijan, Bulgaria, Georgia, Kazakhstan,
Kyrgyzstan, Moldova, Romania, Tajikistan, Turkey,
Turkmenistan, Ukraine, Uzbekistan

DRAFT FINAL REPORT

June 2005



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A project implemented by
NEA and its partners
PTRC / Hulla & Co. Human Dynamics / VTL /
GTZ / JSC NII TK / Bilimintertrans / Higher
Military Customs Institute of Uzbekistan



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REPORT COVER PAGE

Project Title:	Capacity Development for Senior Transport Sector Officials (TRACECA)	
Project Number:	EUROPEAID/113181/C/SV/MULTI	
Country:	Armenia, Azerbaijan, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Romania, Tadjikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan	
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Date of report: June 2005

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1 Project synopsis

Project Title:	Capacity Development for Senior Transport Sector Officials (TRACECA)
Project Number:	EUROPEAID/113181/C/SV/MULTI
Country:	Armenia, Azerbaijan, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Romania, Tadjikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan

Wider project objectives: To support development and promotion of the TRACECA Transport Corridor by facilitating trade and transport.
To familiarise the management of the ministries, the customs authorities at the borders, in the ports and in the headquarters as well as the railway authorities of the involved TRACECA Countries with modern documentation and declaration techniques, transfer of cargo-relevant information using electronic data interchange and with modern customs clearance methods.

Specific project objectives: To transfer western European know-how to the Ministries and agencies involved, to the top level of the railway administrations and to the customs authorities, to the port authorities of the Black Sea and Caspian Sea ports along the TRACECA Corridor, to the customs offices at the points of border crossing and in the before mentioned ports as well as to stakeholders of road transport industry (especially Associations of international road hauliers). The know-how transfer shall be organised for two Target Groups (Level A and Level B) separately in training courses/ seminars and study tours.

Planned outputs:

- 1 Overview of the existing situation concerning border crossing and customs clearance along the TRACECA Corridor based on output from projects carried out and ongoing.
- 2 Training material for the individual training programmes (Target Groups - Levels A and B in both Russian and English) based on the training needs assessment.
- 3 Training of the top-level decision-makers (Target Group - Level A), 65 trainees, 5 of each TRACECA country.
- 4 Training of the heads of border and customs stations, ministerial departments, railway departments, port and ferry operators and stakeholders from the road transport industry (Target Group - Level B), 260 trainees, 20 of each TRACECA country.





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Project activities:

- 5 Study tours to Western Europe for a selected number of key experts out of Level A and B trainees, 52 participants, 4 of each TRACECA country.
- 6 Development proposals and recommendations.
 - 1 Analysis of existing situation at border crossings, in ports, railway stations and customs clearance offices along the TRACECA corridor.
 2. Training needs assessment for both the top-level decision-makers of the Ministries of Transport (or other bodies fulfilling their tasks), Railways, Customs and Port Authorities (Target Group - Level A) and the heads of border and customs stations, ministerial departments, railway departments, port and ferry operators and stakeholders from the road transport industry (Target Group - Level B) based on standardised questionnaire.
 3. Development of training material for each of the groups (Target Groups - Levels A and B).
 4. Implementation of the training programme for Level A, 65 trainees, 5 of each TRACECA country
 5. Implementation of the training programme for Level B, 260 trainees, 20 of each TRACECA country.
 6. Carrying out of study tours, 3 groups, total of 52 participants, 4 of each TRACECA country.
 7. Documentation on feedback and recommendations from the participants. Elaboration of development proposals.

Project starting date: 7 July 2003

Start date of activities: 7 July 2003

Project duration: 24 months

Inputs:

International expertise:

- 128 man-days EU Project Director
- 258 man-days Academic Director and Team Leader
- 352 man-days Manpower Development Expert and Team Leader Central Asia
- 276 man-days Senior trainers, trainers and training quality management

Local expertise:

- 418 man-days Training co-ordinators Almaty and Tashkent
- 286 man-days Local Project Co-ordinators

Setting-up of Main Project Office in Almaty and non-permanent Sub-office in Tashkent





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Project implemented by: NEA Transport Research and Training (The Netherlands) and its partners in the consortium:

- PTRC Education and Research Services (UK)
- Hulla & Co. Human Dynamics (Austria)
- VTL (The Netherlands)
- GTZ - German Agency for Technical Co-operation (Germany)

supported by:

- JSC NII TK (Kazakhstan)
- Bilimintertrans (Uzbekistan)
- Higher Military Customs Institute (Uzbekistan)





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2 Summary of project progress since the start

The project work on site started with the first visit of the EU Project Director, Mr Harrie de Leijer and the Academic Director/ Team Leader, Mr Rene Meeuws, to Almaty (Kazakhstan) from 7 - 11 July 2003 assigned to prepare the basic organisation of the project logistics, to evaluate possible facilities for training performance in Almaty and for pre-agreement with their operators. On 17 July 2003 kick-off meeting with the Project Manager of the European Commission - EuropeAid Co-operation Office, Mr Esfathios Dalamangas, was held by the EU Project Director, Mr Harrie de Leijer and the Academic Director/ Team Leader, Mr Rene Meeuws in Brussels. During the whole project contact was ensured with the EU Project management represented by Mr Esfathios Dalamangas and Mr Athanasios Boitsios.

Since late August 2003 permanent presence in the region was ensured by the Manpower Development Expert/ Team Leader for Central Asia, Mr Frank Prescha, until March 2005.

On 3 September 2003 a meeting was held with the Permanent Secretary of IGC TRACECA, Mr Abdurashid Tagirov concerning the approach of the Consultant and the expectations of the Permanent Secretariat to the Project.

One highlight of the Inception Phase was the participation in the Working Group Meeting of National Secretaries in Yerevan on 8 October 2003. During this Working Group Meeting a presentation of the project was made to all participating National Secretaries in order to ensure further direct co-operation. The discussions held proved high interest in the project and necessity of planned training programmes by all countries.

During further project performance permanent contact was ensured with the Permanent Secretary of IGC TRACECA, Mrs Lyudmila Trenkova.

From November till December 2003 the main activities were dedicated to Preparation of training needs assessment, contacts with National Secretaries and other project partners in the region as well as contracting of Local Project Co-coordinators and the preparation of a "Border Crossing Analysis Report"

The Border Crossing Analysis Report was finalised in January 2004 and transmitted to the EU Task manager, Mr Dalamangas.

Beginning from January 2004 the Questionnaires for the Training needs assessment together with "Guidelines for the Selection of candidates for the training programme - Levels A and B" were submitted to the local Project Co-ordinators and National Secretaries, which submitted the questionnaires to the potential project partners (Ministries of Transport, other governmental bodies regulating transport sector, Customs administrations, Railways, Sea Ports, Road transport industry associations, and others).

During February and March 2004 major activities were aimed at support of the process of the Candidates' selection and feed-back on the training needs assessment questionnaires by close contact with all involved National secretaries and the local Project Co-ordinators. The selection procedure was promoted and supported by field visits of the core Project Team to





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the majority of the beneficiary countries. Major criteria for participation were administrative position and identification of high personal interest (defined by analysis of the individual candidates).

In parallel, the team of trainers prepared their training material for Level A and B, including charts, handouts, background material, etc. based on unified approach set out in the Trainer's session on 4 December 2003 at NEA office, Rijswijk.

The training Programme for Level A was successfully performed from 19-23 April 2004 in Almaty (Kazakhstan) at the premises of the Sanatorium Kargalinski. The seminar was supported by the Delegation of the European Commission in Kazakhstan and the Ministry of Transport and Communications of the Republic of Kazakhstan. The seminar was joined together with the regular meeting of the National Secretaries TRACECA under the chairmanship of Mrs Ludmilla Trenkova, Secretary General of the IGC TRACECA. In total, 69 participants from all involved 13 countries took part, among them 11 National Secretaries.

The months May and June 2004 were dedicated to the final preparation of the training materials to be used for the two major seminars for the B-Level (Seminars B-1 and B-2) and to the organisational and logistic preparation of the seminars including final selection of the participants.

In the period from 7 till 15 June 2004 Seminar B-1 was organised in Tashkent. Under the chairmanship of the National Secretary TRACECA, the Customs Committee of the Republic of Uzbekistan and the Representation of the EU in Uzbekistan, the EuropaHouse, 94 participants took part in the capacity development programme, consisting of seven working days of lessons, plenary discussions and group sessions. The seminar was held at the premises of the Higher Military Customs Institute providing all necessary facilities.

Seminar B-2, was successfully performed in the outskirts of Almaty (Kazakhstan) at the premises of the Sanatorium Alatau from 30 August till 7 September 2004. As the seminar for the A level, it was supported by the Delegation of the European Commission in Kazakhstan and the Ministry of Transport and Communications of the Republic of Kazakhstan. Except additional guests from Kazakhstan, 94 official participants were involved in the capacity development programme.

The time between seminar B-2 and beginning of October 2004 was dedicated to the preparation of the four specialised seminars for the B-Level to be held in October and November 2004 in Tashkent, Almaty and Baku in terms of selection of candidates in close co-operation with the National Secretaries, preparation and translation of training material as well as logistic matters.

The first two Specialised Seminars on "Transport and Regulations" and "Dangerous Cargo" were successfully implemented from 11-15 October 2004 in Tashkent (Uzbekistan) in parallel. The number of participants of the seminars hold at the premises of the hotel "Poytaht" was 19 from 11 countries and 14 from 12 countries respectively. The seminars were actively supported by the National Secretary of Uzbekistan and the Uzbek transport industry.

On 25-29 October 2004 the Specialised Seminar on Customs Control and Facilitation at Cross Border Stations was hold in Almaty (Kazakhstan), Sanatorium Alatau. The seminar was organised as a 'Train the Trainers' course for 17 participants from 10 countries supported by the Kazakh Customs Agency.





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The final specialised seminar was dedicated to ports and maritime issues. It was held in Baku (Azerbaijan) in the premises of the Ministry of Transport on 15-19 November 2004. Special emphasis was put on port safety issues (ISPS Code) and port privatisation. 18 experts from 8 countries with direct access to maritime transport participated. Strong support was given by the National Secretary TRACECA of Azerbaijan, the Ministry of Transport of Azerbaijan as well as the Sea Port Baku.

The period from mid of November 2004 till March 2005 was mainly dedicated to the preparation and performance of the planned Study Tours to UK, the Netherlands and Hungary. In parallel to the preparations of programme and logistics, the process of selection of the 52 participants (4 per country) was organised in close co-operation with the National Secretaries TRACECA and other beneficiary organisations.

From 20 January till 27 January the first Study Tour was organised in UK with emphasis on port management and port operation. The tour was performed with 9 participants from 6 maritime TRACECA countries¹. The study tour provided theoretical knowledge on port management, operation and privatisation based on British experience; visits to major ports in the Greater London region and along the Channel were made.

The second study tour was organised in The Netherlands from 23 February till 5 March 2005. This tour emphasised on logistics, multimodal transport and international road transport as well as port development. It was performed with 20 participants from 13 TRACECA countries. The study tour included meetings and site visits with operators of multimodal, maritime, road and rail transport as well as the Ministry of Transport, Public Works and Water Management and the customs authorities. It was mainly concentrated on the Rotterdam/ The Hague region but included also a visit to Antwerp (Belgium).

In parallel, to the Study tour preparation, a Post-training assessment of all participants of the previous seminars was organised with logistical support from the National Secretaries TRACECA and the local project partners and co-ordinators. Until mid of March 2005, 175 filled in questionnaires were received (equal to 55% of all participants) and evaluated. The result of this first assessment was presented to the EU Task Manager in early April 2005.

The third and ultimate study tour was organised in Hungary from 3 till 12 April 2005. This tour emphasised on customs and surface transport, especially railway transport. A major topic was the experience of Hungary gained during the process of accession to the European Union. It was performed with 21 participants from 13 TRACECA countries. The study tour included meetings and site visits with customs authorities, operators of multimodal, road and rail transport as well as associations of the transport industry. It was mainly concentrated on the Budapest region but included also a visit to the Hungarian/ Ukrainian border.

Final project activity was the finalisation of the Post-training assessment, performed in April/ May 2005 and based on the answers of 222 participants, and the elaboration of proposals for further development in the field of capacity building.

¹ The two selected Georgian participants cancelled their participation in the last minute and could not be replaced therefore.



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3 Project progress in final project period

3.1 General activities

Major emphasis in the reporting period was put on:

- Performance of the ultimate Study Tour to Hungary (emphasis on customs, border crossing and land transport, esp. railway transport)
- Finalisation of Post Programme Assessment and preparation of development proposals

Therefore, during the reporting period the activities of the Team were geographically concentrated on Europe (Hungary and home offices of the Consultant and its partners). Presence in the beneficiary region was already completed as planned in March 2005.

3.2 Implementation of the training programme for Target Groups - Levels A and B; Study Tours

The ultimate capacity development activity was the Study Tour to Hungary. The Study Tour had initially been planned to be taking place in Germany or Austria. However, since the accession of the new member states to the European Union in May 2004, both countries are exclusively bordering other EU Member States (except for the specific cases of Switzerland and Liechtenstein). Since border and customs procedures are different in the internal market, and in order to present the delegates from the TRACECA countries with suitable practical experience, it was therefore agreed to carry out the Study Tour in Hungary, being one of the new member-states with borders to several non-EU countries.

3.2.1 Study Tour to Hungary

Based on the training needs assessment as concluded in the previous stages of the project, a study tour to Hungary was organised focusing on customs, border crossing and surface transport, especially, railway transport and road haulage. The study tour engaged both level A and level B transport officials. The tour was organised by Human Dynamics KG from Vienna, consortium, with support from the Project office Almaty and the NEA head office in terms of visa and travel arrangements for the selected participants.

The objectives were:

- to transfer European knowledge of best practice methods and latest policy developments in the areas of border and customs administration as well as in railway transportation to top-level decision makers and experts from the TRACECA countries;
- to provide an opportunity for the participants to obtain a first-hand experience of modern approaches to customs administration and railway transportation; and
- to familiarise with Hungarian experience gained during the process of preparation of the access to the European Union.

The study tour took place from 3 to 12 April 2005. Geographically it was concentrated on Budapest and the industrial suburbs of Budapest, but providing also study visits to other locations (Port of Antwerp).





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All the thirteen beneficiary countries in the TRACECA project committed participant(s) totalling the number at 21 representing the following organisations:

- 8 Representatives from Customs Associations (Armenia, Kazakhstan, Moldova, Tajikistan, Turkey and Turkmenistan)
- 6 Representatives from Ministries of Transport or other sector regulating bodies or organisations directly subordinated to the Ministry (Azerbaijan, Georgia, Kyrgyzstan, Tajikistan and Ukraine)
- 5 Representatives from railway companies (Armenia, Georgia, Romania and Uzbekistan)
- 1 Representative from Road Hauliers' Associations (Ukraine)
- 1 Representative from other governmental agencies (Bulgarian Ministry of Foreign affairs)

For the detailed programme and list of participants see Annex 6.

The Study Tour group was well-received at all participating institutions, who did their utmost to present constructive information to the group and to share their knowledge. The speakers reacted very positively to the strong interest and the frequent and detailed questions of the delegates.

Formal review was conducted amongst the participants at the end of the Study Tour by means of an evaluation form. As demonstrated in the evaluation summary, the delegates were generally complimentary about the thematic and logistic arrangements of the study tour. The wish to have another study tour organised within the framework of the project was frequently voiced. In their evaluation forms, the Study Tour participants nevertheless pointed to some issues that require a better method of resolution in the future. One of these was the suggestion to streamline the size of Study Tour groups and select participants from the same professional field (i.e., only customs officials or only railway officials) to harmonise the programme. On the other hand side, the participants recognised the inter-connections between both sectors and positively evaluated the presentation of cross-cutting issues as well as the ensuing knowledge sharing.

- The overall impression of the seminar was assessed by 80% of the participants with 'excellent' and by 15% of the participants with 'good'
- The general organisation and logistics of the seminar was assessed as 'excellent' or 'good' by at least 90% of the participants, in all areas questioned. Concerning the accommodation used, 65% rated this as 'excellent', 30% as 'satisfactory', and one participant rated this as 'not-sufficient'.
- The degree in which the programme met the expectations of the participants was answered by 68% of the participants as 'excellent', and by 28% as 'good'. Again only one participant was not satisfied in this respect.
- The quality of the presentations received a very high evaluation, since only one participant did not mark this as 'excellent' or 'good'. The question to which degree the study tour has addressed the right issues and topics was assessed by 50% with 'excellent', by 40% with 'good', and by 10% as 'satisfactory'.

For more details see Annex 6.





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3.3 Post-Programme Assessment, Elaboration of development proposals

Performance of Post-Programme Assessment

A total of 322 senior officials and experts representing Ministries of Transport (or other agencies of similar responsibility), Customs authorities, Railways, Road Hauliers and Freight Forwarders Associations, Ports and shipping lines and other authorities and organisations operating in the transport sector took part in the capacity development seminars organised under the present project. At the end of each of the individual training programmes, evaluation forms were filled in by the participants concerning their assessment of the programme, comments and proposals for further programmes. These assessment forms were evaluated and the results were included into the respective progress and seminar reports.

The Consultant was asked by the Task Manager of the European Commission to carry out an additional enquiry in order to determine the effectiveness and the impact of the training programme carried out in the framework of the project. The first results were presented end of March and were already part of the Progress Report 3.

The main idea of this assessment was to receive a more objective feed-back from the participants after a certain period after returning from the seminar to the workplaces in the organisation than it is possible directly after the seminar performance. Thus, the aims of this assessment were amongst others to:

- Provide insight in the impact of training activities on participants, e.g. the extent in which the training contents has been translated into actual use
- Whether the training has lead to a change in working methods
- Whether training materials have been disseminated in the organisation
- Whether the participation has lead to an improved work performance
- Whether it has had an impact on participants' further development

For the evaluation a special questionnaire was developed in January 2005 and disseminated to the participants through the National Secretaries TRACECA and/ or the Local Project co-ordinators or Project partners.

During May 2005 the preliminary analysis presented end of March was updated based on 222 questionnaires, returned to the Project team until 18 May 2005; representing 55% of the participants, which allows to present a representative overview about the participants' viewpoints, comments and proposals.



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Country	Analysed questionnaires	Participating persons	Percentage of analysed questionnaires
Armenia	6	25	24%
Azerbaijan	24	26	92%
Bulgaria	17	26	65%
Georgia	18	27	67%
Kazakhstan	25	29	86%
Kyrgyzstan	24	24	100%
Moldova	17	27	63%
Romania	7	16	44%
Tajikistan	17	25	68%
Turkey	13	21	62%
Turkmenistan	17	19	89%
Ukraine	14	25	56%
Uzbekistan	23	27	85%
Sum	222	317	70%

The analysed questionnaires were from:

- 44 participants of Level A (or 46% of the total participants)
- 129 participants of Level B - large groups (or 55% of the total participants)
- 51 participants of Level B - specialised groups (or 63% of the total participants)

Results of Post-Programme Assessment

The results of the evaluation showed a very high level of satisfaction with the performed capacity development seminars, thus, proving the chosen approach to the programme development and the topics chosen. 97% of the answers concerning the general evaluation stated assessed the programme with satisfactorily, much and very much meeting the respective expectations. 78% of the participants gave a clear statement that the participation in the programme led to an improved work performance. This positive attitude of the participants could also be proved by the fact that 99.5% of them would recommend the programme to others.

According to the participants the topics most useful for the daily work were:

- Customs and trade and transport facilitation
- Issues of development and implementation of multimodal transport
- Specific customs-related questions and modern methods of customs control
- Logistics and supply chain management
- Transport and regulations

As most favourite for future programmes were nominated:

- Customs control, i.e. more details on modern control methods, fight for integrity, specific customs issues





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- Programme on capacity development with broad profile similar to the programmes offered for A and B-level (with stronger emphasis on practical implementation)
- International transport law international transport conventions
- International freight transport, transport organisation and business organisation in transport enterprises
- Multimodal transport, transport logistics; organisation and operation of logistic centres

Other relevant topics are: International road transport incl. elimination of barriers hampering road transport development in the region; Railway transport development incl. questions of legal framework and operations; Transport networks and infrastructure development incl. transport corridor development, International passenger transport by road and rail; Project management and project development, investment policy and Public Private Partnership as well as Port security.

The full report on the Training Impact Assessment, can be found in Annex 7.

Final conclusions drawn from the Post-training Assessment

Training and capacity building is not an activity that has to be carried out only once in the form of a project. It should be a continuous process, which leads to an increase of the overall quality and efficiency on and along the transport corridor. It is important to find a way to institutionalise this type of training and capacity building in the Traceca countries.

From the questionnaires and the interviews which have been conducted, it can be concluded that the impact of the training programmes in all aspects is a very positive one. The risk that the participation to the programmes only has a limited short term effect is denied by nearly all participants. Participants have clearly stated the possibilities to directly use the experiences in the programme in the daily work and some have given clear examples of that. A major conclusion is that the training materials were disseminated extensively by the participants to colleagues and that the materials reached much more people than only the number actually participating. In addition it has to be noted that nearly one fifth even organised internal seminars and meetings to disseminate the training materials. Also interesting to note is that the majority of participants have stayed in contact with their fellow-participants, so that a true and valuable network of TRACECA-experts was established. This will certainly be of great added value to the further development of the TRACECA corridor.

All in all it can be concluded that the programme carried out is a sustainable one, taking into account the remarks made by the participants and the dissemination activities carried out by them.

Many ideas and recommendations have been given by the participants about the continuation of training programmes with a similar set up. In the final report of the project, these recommendations and ideas will be analysed and where relevant be included in the project recommendations and findings.

These conclusions could be proved by post-seminar assessment meetings with participants in Kazakhstan, Kyrgyzstan, Moldova, Tajikistan and Turkmenistan concerning the impact of the performed training programmes and the necessity of further capacity development programmes.



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The meetings held in Kyrgyzstan, Moldova and Tajikistan, together with the National Secretary, showed also a very positive assessment. Key statements were, e.g. that

- the training had a very high positive effect on capacity development and for establishment of contacts and information channels between the TRACECA countries as well as for understanding of international (European) approaches and practice
- the received material, including the hand-over CD will be used for further training and/ or information within the administrations;
- the gained information is used directly in the day to day work;
- there is an irrefutable need for more capacity development measures, like overview seminars for upper managers but even more for specialised seminars for ministerial and customs experts as well as transport industry representatives on certain specific issues, including such, which were not covered by the present programme, like specific legal programmes, programmes on international passenger transport, rail transport and road management and construction incl. project management

Elaboration of development proposals

The first project activities mainly had the aim to assess the training needs in the Traceca countries, based on the existing situation and the expected developments in the areas of concern. A continuous evaluation of the project activities was made, and the feedback received from the participants as well as their recommendations for improvement, were immediately included in following programmes.

In the last phase of the project, the overall resulting recommendations, based on the programme evaluations, the impact assessment and meetings with experts in the Traceca region, National Secretaries and the Intergovernmental Commission, have been elaborated by the project team. The project team in its last project activity has formulated a well balanced set of recommendations resulting from the project, which will, when implemented, lead to a further strengthening of capacities and capabilities of the people involved in the development of the Traceca corridor, and create a sustainable environment for capacity building. It also proposes a way to institutionalise this type of training and capacity building in the Traceca countries.

The resulting recommendations in the final part of the project, focus at the items not yet covered and solved in the project, but at future activities.

The recommendations can be separated in two parts:

- A) Additional training programmes to satisfy short term needs
- B) Mid and long term training framework for Traceca

A) Additional training programmes to satisfy short term needs

The training projects carried out in the framework of the project have covered all the issues which were raised in the Terms of Reference in the project, the issues which were identified in the analysis of the existing situation and the training needs assessment. In addition specific topics were included, based on the requests and the evaluations in the programmes themselves.

The framework developed in the project, assures training programmes of high quality and considering the results of the impact assessment, also have had very positive effects on the work performance of the participants, the training contents have been translated into actual





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use, the training has led to changes in working methods and training materials have been disseminated in the organisations. The fact that a network of experts throughout the Traceca countries has emerged, which keeps regular contacts, are all signs of the sustainability of the types and structures of the training programmes as performed here.

Seeing the very positive impact, evaluations and sustainability, it is proposed to set up a series of additional training programmes, using the same structure and philosophy, in order to cover the short term training and capacity building needs:

- Additional 'general' programme for Level A participants including National Secretaries (maximum 40 participants)
- Specialised programmes (small groups, maximum 20 participants) on the following topics:
 - Multimodal and intermodal transport
 - Logistics, supply and demand chain management and logistics centres
 - Marketing in the transport sector (focus at attracting carriers/forwarders/shippers to the corridor)
 - ICT and Management Information Systems in the transport sector
 - Forecasting and Modelling in transport
 - Implementing Port/Intermodal Security (according the recent new international guidelines and agreements)
 - Implementation of transport corporatisation/privatization and improving administration

B) Mid and Long Term Training Framework for Traceca

As mentioned before, training and capacity building is not an activity that has to be carried out only once in the form of a project. It should be a continuous process, which leads to an increase of the overall quality and efficiency on and along the transport corridor.

Although the project has proven, that the current system of training programmes is a sustainable one, it is advised to prepare a training framework for Traceca for a five-year (Mid term) and ten-year (Long Term) period.

Experience of the Consultant in similar situations in many other countries and regions shows that the creation of a network of training centres is a good way of institutionalising the training programmes, as they are carried out from the short term perspective (as described under A) and guarantee sustainability. Train the trainers programmes will lead to a situation where training programmes can be carried out by experts from the countries involved, gradually reducing the need for foreign technical assistance.

The Mid and Long Term Training Framework for Traceca should cover a more extensive training impact assessment and training needs assessment, and a definition of the organisational set-up of the training centres.

In the chapter on 'Lessons learnt and recommendations', these recommendations are elaborated in more detail.





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4 Overall Report on the Total Project

The project Capacity Development for Senior Transport Sector Officials was carried out between July 2003 and July 2005. The project has set up a permanent project office in Almaty for the duration of the project, and a part time office in Tashkent. In every country, country coordinators were appointed, so as to guarantee a smooth execution of the project. High quality trainers were selected with the relevant theoretical as well as in the field experience in the topics to be included in the training programmes. All training materials have undergone a quality check, carried out by an independent expert, not involved in the training programmes itself. The project team has permanently stayed in close contact with the Traceca offices in the participating countries as well as with the Traceca's Intergovernmental Commission in Baku.

The wider project objectives are to support development and promotion of the TRACECA Transport Corridor by facilitating trade and transport. Also to familiarise the management of the ministries, the customs authorities at the borders, in the ports and in the headquarters as well as the railway authorities of the involved TRACECA Countries with modern documentation and declaration techniques, transfer of cargo-relevant information using electronic data interchange and with modern customs clearance methods.

Specific project objectives are to transfer western European know-how to the Ministries and agencies involved, to the top level of the railway administrations and to the customs authorities, to the port authorities of the Black Sea and Caspian Sea ports along the TRACECA Corridor, to the customs offices at the points of border crossing and in the before mentioned ports as well as to stakeholders of road transport industry (especially Associations of international road hauliers). The know-how transfer is organised for two Target Groups (Level A and Level B) separately in training courses/ seminars and study tours.

The outputs of the project are:

- 1 Overview of the existing situation concerning border crossing and customs clearance along the TRACECA Corridor based on outputs from projects carried out and ongoing.
- 2 Training material for the individual training programmes (Target Groups - Levels A and B in both Russian and English) based on a training needs assessment.
- 3 Training of the Top level decision-makers (Target Group - Level A) target 65 trainees, 5 of each TRACECA country. Training of the heads of border and customs stations, ministerial departments, railway departments, port and ferry operators and stakeholders from the road transport industry (Target Group - Level B) target 260 trainees, 20 of each TRACECA country.
4. Study tours to Western Europe for a selected number of key experts out of Level A and B trainees, target: 52 participants, 4 of each TRACECA country.
5. Development proposals and recommendations.

In order to reach the objectives and to produce the output, the project was divided into seven activities:

- 1 Analysis of existing situation at border crossings, in ports, railway stations and customs clearance offices along the TRACECA corridor.
2. Training needs assessment for both the top level decision-makers of the Ministries of Transport (or other bodies fulfilling their tasks), Railways, Customs and Port Authorities





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- (Target Group - Level A) and the heads of border and customs stations, ministerial departments, railway departments, port and ferry operators and stakeholders from the road transport industry (Target Group - Level B) based on standardised questionnaires.
3. Development of training material for each of the groups (Target Groups - Levels A and B).
 4. Implementation of the training programme for Level A, target 65 trainees, 5 of each TRACECA country
 5. Implementation of the training programme for Level B, target 260 trainees, 20 of each TRACECA country.
 6. Carrying out of study tours, 3 groups, total target of 52 participants, 4 of each TRACECA country.
 7. Documentation on feedback and recommendations from the participants and elaboration of development proposals.

In the following a description is given of these seven project activities and results achieved.

Activity 1 Analysis of existing situation at border crossings, in ports, railway stations and customs clearance offices along the TRACECA corridor.

In the first phase of the project, an analysis of the existing situation in border crossings, ports, railway stations and customs clearance offices along the TRACECA corridor was made, indicating the present possibilities, strengths and weaknesses. This task was mainly performed as a desk study using all studies performed in recent years in this field, and information available from meetings with the involved agencies, as this project does not contain any activities concerning actual border inspections. The major sources were reports from the 'Harmonisation of border crossing procedures' project. The summary document elaborated is provided in Progress Report 1. It describes the situation at major road and railway border crossings within the TRACECA region indicting existing weak points and difficulties.

Activity 2 Training needs assessment for both the top level decision-makers of the Ministries of Transport (or other bodies fulfilling their tasks), Railways, Customs and Port Authorities (Target Group - Level A) and the heads of border and customs stations, ministerial departments, railway departments, port and ferry operators and stakeholders from the road transport industry (Target Group - Level B) based on standardised questionnaires.

The Training Needs Assessment was carried out by using a standardised questionnaire identifying the knowledge, the possibilities and restrictions of the potential candidates of the to-level and second-level decision-makers (and the agencies from which the candidates will be selected respectively).

The assessment was aimed at identifying the level of knowledge of potential candidates in, but not restricted to:

- International freight transport organisation
- International transport and customs conventions
- Problems related to use of international freight and transport documents, codes, etc.
- Knowledge of Western European practise with regards to border crossings and the use of the unified freight documents
- Knowledge of modern communication systems and its application in transport



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- Knowledge of the idea of TRACECA and the provisions of the MLA

The practical performance of the assessment was based on a 'Questionnaire for training needs assessment', which was submitted together with "Guidelines for the Selection of candidates for the training programme - Levels A and B" to the local Project Co-ordinators and National Secretaries, which submitted the questionnaires (in a set with an introduction letter and a short project description) to the potential project partners (Ministries of Transport, other governmental bodies regulating transport sector, Customs administrations, Railways, Sea Ports, Road transport industry associations, and others). Where possible, members of the core project team presented the approach and the questionnaires to the project partners.

The questionnaires were analysed on disaggregated level, so as to allow an overview of training needs by major groups of candidates (e.g. Ministries of Transport and other ministries, transport associations, railways, customs, ports and others) as far as it is clear that overall results do not fully reflect interest of certain groups of candidates.

The training needs assessment in the first phase was mainly based on the feedback and discussions with potential participants for Level A. The training needs assessment for Level B was adjusted by considering the feedback of the candidates from Level A.

Activity 3 Development of training material for each of the groups (Target Groups - Levels A and B)

The training needs assessment and the interviews and questionnaires have generated a list of topics for the training programme for the top level management of the Ministries of Transport, Railways, Customs and Port Authorities. As a result the following items were included in the first programme:

- Customs procedures
- Standard documents for international transportation on road, rail, water
- Liabilities, responsibilities of the involved transport partners
- Data transfer to customs offices/border crossing points, to ferry operators, to ports and terminals, including Electronic Data Interchange
- Modern documentation and declaration techniques
- Modern customs clearance methods, including possibilities of pre-clearance for customs
- Booking systems
- Tracing of cargo flows and customer information
- Special cargoes (dangerous commodities)
- Transport regulations
- Transport and trade facilitation
- Logistics and multimodal transport.

The item 'Logistics and multimodal transport' has been additionally included in the training programme considering the importance of these issues for international trade and transport development as well as the comparatively low knowledge level of the topic 'Trade logistics and facilitation' assessed within training needs assessment and the interested met during meetings with both representative from the transport sector administrations and the industry.



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The training for these higher management-level candidates focused to a greater extent on the "why" and "how" of these items, rather than on the practical implementation, which was the focus for the Level B Group.

Next to that attention was also given to the following topics:

- The Multi-Lateral Agreement (MLA) on International Transport in the transport corridor Europe-Caucasus-Central Asia and its technical annexes of the MLA on customs, road, maritime and rail transport
- Findings and conclusions from other relevant projects in this area, recommendations from these other projects and its possible implementation in the TRACECA corridor
- International Conventions in Trade and Transport.

Based on the evaluations, the programme for the later training programmes were adjusted and additional topics were added. For the Level B programmes the focus was more on the practical implementation and operational aspects. Examples of these additional topics are:

- Effect of security measures on trade and transport
- Harmonization in different transport sectors
- Problems and best practices in the Traceca countries (guarantee chain, pro committees, problems seen from the shipper's and forwarders perspectives, regional co-operation issues)
- Role of the private sector in the development of the Traceca concept.
- From TRACECA Corridor to Eurasia Transport Network

Very detailed training and background materials were produced for four specific issues, for which separate programmes (Level B – small groups) were organised. It concerns:

- Regulative Issues in Trade and Transport Facilitation
- Dangerous Cargo Aspects
- Train the trainers on customs control and facilitation on cross border stations
- Special Programme for Ports, Maritime and Shipping

Activity 4 Implementation of the training programme for Level A, target 65 trainees, 5 of each TRACECA country

In total seven training programmes have been executed in the framework of the project: one for the Level A, two large programmes for the Level B, and four small specialised groups for Level B.

Level A

The first training action was the course for the Level A participants. The course was held in Almaty (Kazakhstan) from 19 till 23 April 2004 at the premises of the hotel "Sanatorium Kargalinsky", ensuring accommodation and training at one place, thus, reducing logistic problems and losses of time. The seminar was held using one major auditorium for the opening session and the plenary sessions as well as four rooms for training in the mixed groups. The necessary equipment was provided by the Project on rental base.

Due to recent problems in financing the costs of the Permanent Secretariat of IGC TRACECA and the National Secretaries in the countries signing the MLA, the project was asked by the





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General Secretary, Mrs Lyudmila Trenkova to provide certain logistic support for the meeting of the National Secretaries. This idea was insofar reasonable as at the time of the request already 8 of the 12 National Secretaries were considered for participation in the Seminar for Level A and one as reserve candidate. Thus, after discussion with the EU Project Manager agreement was reached about the inclusion of the remaining National Secretaries as additional candidates in the circle of the participants and to give the Permanent Secretariat of ICG TRACECA the opportunity to conduct the necessary meetings in Almaty. In practice, the meeting of the National Secretaries took place on Wednesday, 21 April 2004 (after the first plenary session) and on Thursday, 22 April 2004 in the morning. Logistical support was rendered by the Project team in view of provision of room, translator and transport services. All other participants followed the programme as planned during this time.

In total 68 senior officials and managers participated in the seminar, with the following backgrounds:

• Ministries of Transport (and Communication), other ministries and sector regulating agencies	22 participants
• National Secretaries TRACECA	11 participants
• Customs authorities	10 participants
• Ports and shipping lines, maritime administrations	8 participants
• Railways	7 participants
• Road Hauliers' Associations	7 participants
• Freight Forwarders' Associations	2 participants
• other organisations	1 participant

The administrative level of the participants was rather high, which can be proved by the participation of the following top level officials:

- three Vice-ministers of Transport
- three Deputy Chairmen/ Directors of Customs authorities
- two Deputy General Directors of National Railway Companies
- two Presidents/ Secretaries General of Road Hauliers' Associations
- two Chairmen/ Executive Secretaries of Freight Forwarders' Associations
- as well as eight heads of major policy-making departments from Ministries of Transport

The training seminar was opened under the chairmanship of Mr Abylgazin, Vice-Minister of Transport and Communications of the Republic of Kazakhstan and Mr Alan Waddams, Ambassador and Head of the Delegation of the European Commission in Kazakhstan, Kyrgyzstan and Tajikistan.

The programme included plenary sessions and sessions in working groups of 17-18 participants each. The groups were structured in order to create conditions for discussion and exchange of opinions and know how between representatives of neighbouring countries.

The evaluation of the seminar showed a very high level of acceptance:

- Overall impression about the seminar - 98% of the participants evaluated with excellent or good (nobody with unsatisfactorily or poor)





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- General organisation of the seminar and seminar logistics - 96% of the participants evaluated with excellent or good (only one participant with unsatisfactorily)
- The plenary sessions provided by the Project team were assessed by 76-89% of the participants with excellent or good (and only 2-4% with unsatisfactorily or poor)
- The group sessions were assessed by 80-89% of the participants with excellent or good (and only 0-4 % with unsatisfactorily or poor), the highest acceptance level was met at the groups on Customs issues and transport & regulations

The accommodation and catering at the hotel has the lowest acceptance rate: approx. 60% assessed with excellent and good, but 16% with unsatisfactorily and 2% with poor). Considering this assessment for Level B, seminar B-2 other premises were chosen.

Activity 5 Implementation of the training programme for Level B, target 260 trainees, 20 of each TRACECA country

Level B – Group 1

The first training action for the Level B participants was held in Tashkent (Uzbekistan) from 7 till 16 June 2004. The training took place at the premises of the Higher Military Customs Institute providing all necessary facilities both for plenary and group sessions. Accommodation was organised in the Hotel "Poytaht", a newly organised three star hotel in the city centre with excellent conditions for accommodation and catering and good overall service level. Transfer between the hotel and the seminar premises was organised by hired shuttle buses.

In total 92 senior officials, managers and experts participated in the seminar, plus two additional participants from Uzbek Transport University.

• Railways	28 participants
<i>thereof from Railway headquarters</i>	20 participants
<i>from railway stations and regional railway divisions</i>	8 participants
• Ministries of Transport (and Communication), other ministries and sector regulating agencies (including directly subordinated agencies)	22 participants
• Customs authorities	18 participants
<i>thereof from headquarters of Customs administrations</i>	6 participants
<i>from customs posts and regional customs divisions</i>	12 participants
• Road Hauliers' Associations	11 participants
• Ports and shipping lines, maritime administrations	5 participants
• Freight Forwarders' Associations	3 participants
• other organisations (Road administrations, transport institutes, etc.)	5+2 participants

The training seminar was opened under the co-chairmanship of Mr Olimzhon Buranov, National Secretary TRACECA of the Republic of Uzbekistan, Mr Abdurakhman Abduvaliev, Director of the Uzbek Agency for Road and Inland Waterway Transport, Mr Shokasym Shorakhmetov, Director of the Higher Military Customs Institute and Mr Peter Reddish, Head of the Representation of the European Union in Uzbekistan (EuropaHouse).





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The seminar was held using the premises of the newly opened Higher Military Customs Institute, providing excellent conditions, i.e. the auditorium of the Customs Institute for the opening session and the plenary sessions as well as four class rooms for training in the mixed and specialised working groups. The necessary equipment was provided by the Project on rental base.

The programme included plenary sessions and sessions in mixed working groups of 23-24 participants each with rotating trainers. The groups were structured in order to create conditions for discussion and exchange of opinions and know how between representatives of neighbouring countries. In addition there were organised three sessions of specialised working groups. The signing into these groups was made by the participants themselves according to their professional interests. Thus, the number of participants in these groups was differing between 15 and 30 trainees. The highest interest was dedicated to the working group on 'Transport and regulations' and 'Customs'.

The social programme included a day trip to the ancient city of Samarkand supported by the hosting organisations from Uzbekistan and an excursion through Tashkent city, both organised on the weekend. It has to be noted that the Project team was excellently supported by the National Secretary of Uzbekistan and his staff during preparation and performance of the seminar (logistical support, organisation of letters of invitations for visa support, etc.).

The evaluation of the seminar showed a very high level of acceptance:

- Overall impression about the seminar - 51% of the participants evaluated with excellent/very good and another 45% with well (only by two participants with poor)
- General organisation of the seminar and seminar logistics - 57% of the participants evaluated with excellent/very good and another 35% with well (only by one participant with poor)
- The plenary sessions provided by the Project team were assessed by 30-67% of the participants with excellent/very good (and only 2-4% with poor). The highest acceptance level was met for the plenary lessons on railway and road transport specifics)
- The mixed group sessions were assessed by 32-65% of the participants with excellent/very good (and only 0-4 % with poor); the highest acceptance level was met at the group on Customs issues (presented by Mr G.-D. Gotschlich).
- The work in the specialised groups was assessed by 27-52% of the participants with excellent/very good (and by nobody with poor).

In difference to the Level-A seminar in Almaty the conditions concerning accommodation and catering at the hotel were at a much higher quality level. This was also reflected by the evaluation made by the participants. Thus, 56% assessed with excellent/ very good and only 2 participants with poor).

Level B – Group 2

The second training action for the Level B participants was held in Almaty (Kazakhstan) from 30 August till 7 September 2004. Accommodation and training were organised at the Hotel "Sanatorium Alatau" in the outskirts of Almaty, a place used by large number of international donors and private companies for the organisation of seminars, meetings, etc. Necessary transfer between the Sanatorium and the city was organised by hired micro buses and cars.





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In total 94 senior officials, managers and experts participated in the seminar, plus one additional participant from the Kazakh Transport Academy.

• Ministries of Transport (and Communication), other ministries and sector regulating agencies (including directly subordinated agencies)	32 participants
• Railways	20 participants
<i>thereof from Railway headquarters</i>	14 participants
<i>from railway stations and regional railway divisions</i>	6 participants
• Customs authorities	17 participants
<i>thereof from headquarters of Customs administrations</i>	6 participants
<i>from customs posts and regional customs divisions</i>	11 participants
• Road Hauliers' Associations	7 participants
• Ports and shipping lines, maritime administrations	6 participants
• Freight Forwarders' Associations	4 participants
• National Secretaries TRACECA or office of National Secretary	2 participants
• other organisations (Road administrations, transport institutes, border guard services, terminal operators, etc.)	6+1 participants

The training seminar was opened under the chairmanship of Mr Shikhabadin Makhanov, Head of Road Transport Department of the Ministry of Transport and Communications of the Republic of Kazakhstan, Mr Serik Zhumabekov, Deputy Director of Transport Department of the Almaty City Council and Mr Alan Waddams, Ambassador and Head of the Delegation of the European Commission in Kazakhstan, Kyrgyzstan and Tajikistan.

The programme of the seminar was widely identical with the programme of seminar B-1 with few adaptations taking into account experience from the recent seminar and actual problems of transport performance along TRACECA corridor as seen from the local transport industry. In addition, a lesson on integrated management of trade information flows, held by representative from UN ECE, was included into the programme. In difference to Seminar B-1 four sessions of specialised working groups were scheduled in order to give floor for more discussions and exchange of experience. The highest interest was dedicated to the working groups on 'Trade facilitation' and 'Customs'.

The social programme of the seminar included a sightseeing trip through Almaty and the foothills of the Alatau Mountains with Medeo.

The evaluation of the seminar showed a very high level of acceptance:

- Overall impression about the seminar - 56% of the participants evaluated with excellent and another 41% with good (nobody with poor and only one participant with unsatisfactorily)
- General organisation of the seminar and seminar logistics - 52% of the participants evaluated with excellent and another 44% with well (nobody with poor and unsatisfactorily)
- The plenary sessions provided by the Project team were assessed by 37-58% of the participants both with excellent and good (and only 0-3% with poor and unsatisfactorily). The highest acceptance level was met for the plenary lessons on railway questions, transport and trade facilitations and on the effects of security measures on transport costs and trade facilitation)





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- The mixed group sessions were assessed by 32-53% of the participants with excellent and 38-57% with good (and by nobody with poor and only by 0-1 % unsatisfactorily), the highest acceptance level was met at the group on transport and trade facilitation (presented by Mr L. Cheesman).
- The work in the specialised groups was assessed by 94-100% of the participants with excellent or good.

The conditions concerning accommodation and catering at the Sanatorium Alatau were also positively assessed: Thus, 95% assessed the seminar premises with excellent and good, for the accommodation and catering this rate was equal to 86%. Only 2 participants assessed the hotel with unsatisfactorily and nobody with poor. These results proved the good level of the proposed services and also proved true the made decision to change the location in Almaty after Seminar A.

Level B – Small Groups 3 and 4

The first two seminars for small groups were held together in Tashkent in the week from 11-15 October 2004. Accommodation and training were organised at the Hotel "Poytaht" in the centre of Tashkent, already used for accommodation for the seminar B-1. The newly organised three star hotel provided excellent conditions for accommodation and catering and good overall service level as well as premises to be used for the seminar sessions by the two seminars.

In total 33 senior officials and experts participated in the seminars, plus per one additional participant from Uzbekistan as guests, thereof 19 participants in the group on regulations and 14 in the group on dangerous cargo.

The 19 participants of the Seminar on "Legislative and Regulative Issues in Trade and Transport Facilitation" represented the following organisations:

•	Ministries of Transport (and Communication) and sector regulating agencies with similar functions	15 participants
	<i>thereof from International Relations (or European Integration) Departments</i>	<i>7 participants</i>
	<i>from Transport Policy Departments</i>	<i>3 participants</i>
	<i>from Legal Departments</i>	<i>3 participants</i>
	<i>from Railway Departments</i>	<i>2 participants</i>
•	Ministries of Foreign Affairs	1 participant
•	Ministries of Economy	1 participant
•	others (Customs, Road Administration)	2 participants

The 14 participants of the Seminar on "Legislative and Regulative Issues in Trade and Transport Facilitation" represented the following organisations:



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• Ministries of Transport (and Communication) and sector regulating agencies with similar functions as well as directly subordinated bodies	12 participants
<i>thereof from Road Transport Departments</i>	<i>6 participants</i>
<i>from Transport Policy Departments</i>	<i>3 participants</i>
<i>from Legal Departments</i>	<i>1 participant</i>
<i>from International Relations Departments</i>	<i>1 participant</i>
<i>from safety-related Departments</i>	<i>1 participant</i>
• Road Hauliers' Associations	1 participant
• others (Road Administration)	1 participant

The training seminars were performed with strong support from Mr Olimzhon Buranov, National Secretary TRACECA of the Republic of Uzbekistan. The opening of the seminars took place in a joined plenary session for both groups under the chairmanship of Mr Sidiknazarov, President of the Uzbek Association of International Road hauliers.

The necessary training equipment was provided by the Project on rental base. The programme included introductory lessons, roundtable discussions and case studies as well sessions dedicated to discussion and solution finding for problems mentioned by individual countries/ persons. Due to the size of the groups, very intensive participation of the trainees could be ensured including straight 'questioning-answering' even during the sessions with 'lesson' character.

The training on Dangerous Cargo was performed by Mr J. van Rijn, a highly qualified expert in this field supported by two local lecturers from the Training Centre of the Uzbek Road Hauliers' Association being a local partner to the Project. The training programme on legislation as held by Mr Kurt Spera and Mr Les Cheesman, involved already in the Level A, B-1 and B-2 programmes. The detailed programmes and the final lists of participants are attached as Annex 13. The social programme included an excursion through Tashkent city.

The evaluation of the seminar showed a very high level of acceptance:

- The overall impression about the Seminar on Dangerous cargo was evaluated by 82% with excellent and another 11% with good. Thus, nobody of the participants rated the seminar with 'satisfactorily' or lower.
- The overall impression about the Seminar on Regulations was somewhat lower - 63% of the participants evaluated with excellent and another 37% with good; also here nobody of the participants rated the seminar with 'satisfactorily' or lower.
- The general organisation of the seminar and seminar logistics was assessed by 89% of the participants of the Seminar on Dangerous cargo evaluated with excellent, for the Seminar on Regulations this indication was at a level of 50%. Nobody of the participants of both seminars rated the organisation and logistics of the seminar with 'satisfactorily' or lower.
- The introductory sessions and case studies of the Seminar on Dangerous cargo were assessed by 73-91% of the participants with excellent, nobody of the participants rated the seminar with 'satisfactorily' or lower.
- The individual sessions of the Seminar on Regulations were assessed by 45-84% of the participants with excellent; at that, this indicator for the sessions on legislations and



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international conventions was rated by more than 80% with excellent. Nobody of the participants rated any session seminar with 'unsatisfactorily' or 'poor'.

The hotel accommodation and the quality of the seminar premises were assessed by 78-89% of the participants of the Seminar on Dangerous cargo with excellent. For the seminar on Regulations this indicator was 63-65% (under absolutely equal conditions for both seminars). Only one participant (from Turkey) indicated the conditions in the hotel with poor.

Level B – Small Group 5

The seminar on Customs Control and Facilitation at Cross Border Stations was held as a 'Train the trainers course' in Almaty (Kazakhstan) in the week from 25-29 October 2004. Accommodation and training were organised at the Hotel "Sanatorium Alatau" in the outskirts of Almaty, already used for the seminar B-2. The three-star hotel provided excellent conditions for accommodation and good overall service level as well as premises to be used for the seminar sessions.

In total 17 senior officials and experts engaged in Customs affairs participated in the seminar:

• Customs authorities	16 participants
<i>from Departments for Organisation of Customs control</i>	4 participants
<i>from Customs Training Centres</i>	3 participants
<i>from Departments for Staff Development</i>	3 participants
<i>from local/ regional customs divisions</i>	2 participants
<i>from Departments for Strategic Development</i>	1 participant
<i>from other departments</i>	3 participants
• others (Training Centre of Road Hauliers' Association)	1 participant

The training seminar was performed with support from the Customs Agency of the Republic of Kazakhstan. The opening of the seminar took place under the chairmanship of Mr Muratzhon Dzhangozin, Head of Department for Organisation of Customs Regimes of the Customs Agency of the Republic of Kazakhstan and Mr Frank Prescha, Expert for Manpower Development and Team Leader Central Asia of the Capacity Development Project.

The seminar was organised according to the training programme as outlined in the respective chapter above. The necessary training equipment was provided by the Project on rental base. The programme included introductory lessons and roundtable discussions. Due to the size of the groups, very intensive participation of the trainees could be ensured including straight 'questioning-answering'.

The training was performed by Mr Georg-Dieter Gotschlich, Senior Customs Trainer of the Project Team, involved already in the Level A, B-1 and B-2 programmes. He was assisted by Mrs Sieglinde Reichenbach, senior official of German Customs/ German Ministry of Finance, with long experience in international co-operation and consulting in the field of customs.

The social programme included an excursion through Almaty City, the foothills of the Alatau Mountains and the resorts of Medeo and Chymbulak.



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The evaluation of the seminar showed a very high level of acceptance:

- The overall impression about the Seminar was evaluated by 100% of the participants with excellent and good, thereof 56% with excellent. Consequently, none of the participants rated the seminar with 'satisfactorily' or lower.
- The general organisation of the seminar and seminar logistics was assessed by 94% with excellent and good, thereof 56% with excellent. Only one participant rated the organisation and logistics as well as the approach to the seminar with 'satisfactorily'.
- The individual sessions of the Seminar were assessed by 88-100% of the participants with excellent and good. None of the participants rated any individual session of the seminar with 'unsatisfactorily' or 'poor'. The lessons on compliance and enforcement aspects held by Mr Gotschlich showed the highest acceptance with 100% excellent and good (thereof 59-71% excellent)

The hotel accommodation and the quality of the seminar premises were assessed by 100% of the participants with excellent or good, thereof 69-75% rated it with excellent.

In total 190 individual evaluation notes were given by the participants, of them 121 excellent and 69 good. Nobody of the participants answered on any question with unsatisfactorily or poor.

Level B – Small Group 6

The final specialised seminar was held in Baku (Azerbaijan) in the week from 15 till 19 November 2004. It was organised at the premises of the Ministry of Transport of the Republic of Azerbaijan. For the training sessions the well-equipped main conference hall of the Ministry was used. The Ministry of Transport was extremely helpful in organising the seminar logistics, transport service and catering at the Ministry as well as work of the Seminar Office.

The accommodation was organised in the Hotel "Azerbaijan", located in the downtown of Baku near the embankment of the Caspian Sea. It has to be noted that the quality of the rooms and the services was rather low. However, there were no really alternative solutions available due to the limited number of hotels available and the extremely high prices of four-star hotels in Baku.

In total 18 senior officials plus one additional participant from Sea ports of the Caspian and Black Sea region as well as respective state maritime administrations from 8 maritime TRACECA countries participated in the seminar:

The land-locked TRACECA countries Armenia, Kyrgyzstan, Moldova, Tajikistan and Uzbekistan were not invited to participate.



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The participants represented the following organisations:

•	Sea Ports (i.e. port authorities)	12 participants
	Thereof from operational and technical divisions	6 participants
	from central units/ management	4 participants
	from marketing departments or other commercial divisions	2 participants
•	Ministries of Transport	2 plus 1 participant
•	other state authorities and organisations (Maritime safety agency, Research Institute)	2 participant
•	Shipping lines	1 participant
•	others (Company on port development and construction)	1 participant

The training seminar was performed with strong support from the National Secretary TRACECA for Azerbaijan, the Ministry of Transport of Azerbaijan, the Permanent Secretary IGC TRACECA as well as the Sea Port of Baku.

The opening of the seminar took place under the chairmanship of Mr Musa Panakhov, First Vice-Minister of Transport of the Republic of Azerbaijan and Mr Akif Mustafayev, National Secretary TRACECA for Azerbaijan.

The training programme was organised according to the training programme as outlined in the respective chapter above. The first three days of the training were performed by Mr Cas van der Baan, Senior Trainer on port management and port development from the Rotterdam Shipping and Transport College, with many years of experience, in port reform issues and port operations and management issues. The last two days of the training were performed by Mr Henk van Unnik, Senior Consultant on Port Security with IRMAS consultancies BV, being the President of the International Association of Airport and Seaport Police (IAASP) and former Chief of the Sea Port Police in the Port of Rotterdam.

One of the highlights of the seminar was the presentation of the TRACECA Multilateral Agreement focussing on results and problems of implementation and giving an outlook for the future. This presentation was given to the participants by Mrs L. Trenkova, Secretary General of the ICG TRACECA and her team of experts.

The seminar was supplemented by a visit of the Sea Port of Baku, the ferry and general cargo terminals. The social programme included an excursion through the ancient part of the City of Baku as well as a common dinner in a national restaurant in the old town.

The evaluation of the seminar showed an extraordinary high level of acceptance:

- The overall impression about the Seminar was evaluated by 100% of the participants with excellent and good, thereof 88% with excellent. Thus, none of the participants rated the seminar with 'satisfactorily' or lower.
- The general organisation of the seminar, seminar logistics and approach of the Consultant were also assessed by 100% with excellent and good, thereof 83% with excellent.
- The individual sessions of the Seminar were assessed by 94-100% of the participants with excellent and good. None of the participants rated any individual session of the seminar with 'unsatisfactorily' or 'poor'. Only five times the note 'satisfactorily' was given by one participant.



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- The highest acceptance level showed the lesson on new developments in the port environment with regards to safety and security (with 100% excellent and good, thereof 61% excellent) and the two lessons on the World Bank Port Privatisation Toolkit (with 100% excellent and good, thereof 65% excellent)

The quality of the seminar premises at the Ministry of Transport of Azerbaijan was assessed by 100% of the participants of the Seminar with excellent. This remarkable result proved that a very good choice was made performing the seminar within the Ministry and it proved also the excellent assistance of the Ministry in all issues of preparation and performance of the seminar.

As already stated in the previous chapter hotel accommodation was the major problem of the seminar. Therefore, the results of the assessment were not unexpectedly: Only 21% assessed the hotel accommodation with good but 43% with 'unsatisfactory' and 'poor'. Consequently, in case of performance of further seminars in Baku, other solutions should be found together with the National Secretary and the Ministry of Transport, e.g. splitting of the participants between two or three smaller hotels with better service level, use of a holiday resort approx. 15 km from Baku. Appropriate city hotels with reasonable price level, within the budget limits, are, however, not available in Baku at the moment.

Activity 6 Carrying out of study tours, 3 groups, total target of 52 participants, 4 of each TRACECA country

The three study tours to the United Kingdom, The Netherlands and Hungary are performed between January and April 2005.

The preparation of the programmes followed the guidelines and principles already described in Progress Report 2. Emphasis was put on an optimal proportion between lessons, discussions and site visits. Facilities, organisations and companies to be visited were chosen under the aspect of optimal transfer of modern European know-how and experience in facilitating transit and border crossing procedures, implementing modern technology (incl. ICT) and transforming into market-driven business processes.

As required by the ToR, 52 participants were selected for participation out of the pool of the participants of the different Seminars earlier organised for the A and B-Levels (incl. specialised groups). The fundamental principle that only persons could be nominated which earlier participated in one of the seminars was hold without any exceptions. The allocation of the candidatures to the three study tours was made based on a principal proposal of the Consultant by the National Secretaries TRACECA in agreement with the different local project partners.



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Country	Study Tour to UK	Study Tour to NL	Study Tour to HU (planned)	Total
Armenia	-	2	2	4
Azerbaijan	2	1	1	4
Bulgaria	1	2	1	4
Georgia	2 (initially planned)	2	2	4
Kazakhstan	1	2 (1 last minute cancellation)	2	5 (incl. 1 last minute cancellation)
Kyrgyzstan	-	2	2	4
Moldova	-	2	2	4
Romania	-	1	2	3
Tajikistan	-	2	2	4
Turkmenistan	2	1	1	4
Turkey	2	1	1	4
Ukraine	1	1	2	4
Uzbekistan	-	2	2	4
Total	9 (initially planned 11)	21 (incl. 1 last minute cancellation)	22	52 (incl. 1 last minute cancellation)

The 52 selected participants represented the following organisations:

- 20 from Ministries of Transport (incl. directly subordinated agencies) or other bodies, regulating the transport sector
- 11 from customs administrations
- 6 from railways
- 4 National Secretaries TRACECA (namely Azerbaijan, Kyrgyzstan, Moldova and Tajikistan)
- 4 Ports and shipping lines
- 3 Road hauliers' associations
- 4 others (Road administration/ road construction, Ministry of Foreign Affairs, Government machinery)

Concerning the earlier organised seminars, the selected participants had the following 'history'²:

- 19 from Level A seminar
- 20 from Level B seminars, large groups (per ten from B-1 and B-2)
- 16 from Specialised groups under Level B (6 from 'Regulations', 5 from 'Customs', 3 from 'Dangerous cargo' and 2 from 'Ports and maritime')

A major logistical challenge was the provision of visas and air tickets to the participants. This concerned especially the Study Tours to the Netherlands and Hungary. In case of the study tour to the Netherlands the problem was that only in a part of the TRACECA countries Dutch embassies or consulates are existing, for the participants from other countries, 'Schengen' visa had to be issued by German or French embassies in the respective country. For Hungary the situation was more difficult as far as Hungarian consulates and embassies exist only in Moldova, Turkey, Kazakhstan and Ukraine; for citizens from Bulgaria and Romania entry is possible without visa. For the other countries time-consuming procedures had to be launched

² Three participants participated in two seminars.



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involving Hungarian embassies in Moscow, Ankara and Kiev as well as the consulate in Almaty.

In order to avoid the situation that nominated participants could not join the programme for unforeseen short-term reasons, as far as possible, reserve candidates were selected and officially invited in order to allow short-term replacement in case of necessity. This proved a very useful approach allowing a maximum utilisation of the possible tour participations. However, due to the difficult visa regimes, replacement of candidates could be ensured only up to 3-5 days before the intended arrival date, thus, not allowing a real last-minute replacement.

Study Tour to the United Kingdom

The Study Tour was prepared based on the programme ideas presented in Progress Report 2 emphasising on maritime and port issues, like port operation, management, financing, privatisation, trade facilitation and safety. The programme was prepared and performed by PTRC (Planning and Transport Research and Computation), a leading transport training organisation in Europe, being partner in the Consortium.

The tour was performed beginning from 19 January 2005 (arrival day) till 28 January 2005 (end of programme). It included a tailor made programme of briefing sessions, technical visits, lectures and presentations and involved seven different port operators, thus, representing different approaches, experience and port ownership models.

The tour was planned for 11 participants from seven maritime TRACECA countries. At the last moment the Georgian participants were forced to cancel their participation due to official commitments. As far as cancellation was still possible, not involving any extra costs, it was possible to give the opportunity to the Georgian project partners to nominate two new candidates for the remaining programmes.

The 9 participants represented the following organisation:

- 3 from participants from port operators/ port administrations (Aktau, Turkmenbashi, Varna)
- 2 from Ministries of transport or maritime administrations
- 1 from shipping line (Caspian Shipping Co.)
- 1 National Secretary TRACECA (Azerbaijan)
- 2 from other organisations

The evaluation of the study tour showed the following results:

- The overall impression of the Study Tour was very positive: 100% of the answers were 'excellent' and 'good'.
- The highest interest found the Lesson on UK ports as well as the visit to Thames port (100% with 'excellent' and 'good', 71% with excellent).
- Very positive reaction was also met about the visits to Tilbury Container Services and Sheerness port
- None of the programme items was rated with 'poor', but four time 'unsatisfactorily' was assessed (by different people and concerning different topics)
- The organisation and logistic of the tour were assessed by 71% with 'excellent' and 'good", concerning the hotel accommodation the rating was slightly worse (47% with 'excellent' and 'good", remaining with 'satisfactorily')





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In total, 98 individual evaluation notes were given; of them 42 were 'excellent' (43%) and 36 - 'good' (37%). Only 16 notes were 'Satisfactorily' and four - 'unsatisfactorily'. For the details of the assessment - see Annex 7.

Study Tour to the Netherlands

Based on the training needs assessment as concluded in the previous stages of the project, a study tour to the Netherlands was organised focusing on logistics, multimodal transport and road haulage. The study tour engaged both level A and level B transport officials. The tour was organised by the Home office of NEA with support from the Project office Almaty (visa and travel arrangements).

The objectives were:

- To transfer Western European knowledge and experience in logistics and multimodal transport with a focus on forwarding and road transport, to top level decision makers and stakeholders within TRACECA region; and
- To provide an opportunity for the participants to learn and gain first hand information of the policy, management as well as operations currently ongoing as well as its development in the concerned fields, from organizations and companies standing in the forefront of the industry.

The study tour took place from 23 February to 5 March 2005. Geographically it was concentrated on the Rotterdam region, which is one of the major logistic hubs worldwide, but providing also study visits to other locations (Moerdijk, Terneuzen, Antwerp).

- All the thirteen receiving countries in the TRACECA project committed participant(s) totalling the number at 20 representing the following organisations:
- 11 Representatives from Ministries of Transport or other sector regulating bodies or organisations directly subordinated to the Ministry
- 3 National Secretaries TRACECA (Kyrgyzstan, Moldova and Tajikistan)
- 2 Representatives from Customs Associations (Georgia and Kyrgyzstan)
- 2 Representatives from Road Hauliers' Associations (Armenia, Turkmenistan)
- 2 from other organisation (Road construction and road operation sectors)

The whole program was carried out smoothly and successfully. The group was well received by the companies and organizations as scheduled. On the other hand, a strong interest was perceived among the participants to the study tour. Thanks to the cooperation and commitment from the participants, and the well-organized logistics and visits, the study tour went through as planned without encountering any major problems except some little logistics troubles e.g. on return the heavy snow delayed many flights including some of the group members'.

The general conclusion is that the study tour completely achieved its objectives and met the expectations of the participants. This conclusion can be proved by the very positive feedback from the participants documented in the evaluation sheets handed over to the Consultant at the end of the Study tour.

Thus, the evaluation of the study tour showed the following very positive results:





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- The overall impression of the seminar was assessed by 94% of the participants with 'excellent' and one participant rated it with 'good'
- The general organisation and logistics of the seminar was assessed by 100% of the participants with excellent, thus, expressing their satisfaction with the preparation of the tour, its logistics and the work of the accompanying staff from NEA, incl. the interpretation.
- The individual programme topics (lessons, presentations, visits) were assessed on average by 74% with 'excellent' and 24% with 'good'. Only 2% of all evaluation notes given to the individual programme topics were 'satisfactory'. None of the participants rated any programme topic with a mark worse than 'satisfactory'.
- The best evaluation received the introductory lesson about the port of Rotterdam (port development, logistics, hinterland connections, etc.) presented by the Project Director, Mr Harrie de Leijer, with 100% 'excellent'.
- Very positive feedback could also be noted for the visits to the Netherlands Customs house in Rotterdam, to Dow Chemical Terneuzen, Schenker Netherlands, Van der Wal International Transport Company, Geodisse logistics centre, Moerdijk logistic terminal and Furness logistics as well as the meetings with FENEX and EVO (Dutch transport business associations) as well as the presentation on CPC and drivers' and companies' qualification in road transport (all with 100% 'excellent' and 'good')
- The hotel accommodation in Rotterdam was also very positively assessed as far as only one participant rated it with 'satisfactory', all others with 'excellent' and 'good'.

Study Tour to Hungary

Based on the training needs assessment as concluded in the previous stages of the project, a study tour to Hungary was organised focusing on customs, border crossing and surface transport, especially, railway transport and road haulage. The study tour engaged both level A and level B transport officials. The tour was organised by Human Dynamics KG from Vienna, consortium partner, with support from the Project office Almaty and the NEA head office in terms of visa and travel arrangements for the selected participants.

The objectives were:

- to transfer European knowledge of best practice methods and latest policy developments in the areas of border and customs administration as well as in railway transportation to top-level decision makers and experts from the TRACECA countries;
- to provide an opportunity for the participants to obtain a first-hand experience of modern approaches to customs administration and railway transportation; and
- to familiarise with Hungarian experience gained during the process of preparation of the access to the European Union.

The study tour took place from 3 to 12 April 2005. Geographically it was concentrated on Budapest and the industrial suburbs of Budapest, but providing also study visits to other locations.

All the thirteen beneficiary countries in the TRACECA project committed participant(s) totalling the number at 21 representing the following organisations:





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- 8 Representatives from Customs Associations (Armenia, Kazakhstan, Moldova, Tajikistan, Turkey and Turkmenistan)
- 6 Representatives from Ministries of Transport or other sector regulating bodies or organisations directly subordinated to the Ministry (Azerbaijan, Georgia, Kyrgyzstan, Tajikistan and Ukraine)
- 5 Representatives from railway companies (Armenia, Georgia, Romania and Uzbekistan)
- 1 Representative from Road Hauliers' Associations (Ukraine)
- 1 Representative from other governmental agencies (Bulgarian Ministry of Foreign affairs)

The Study Tour group was well-received at all participating institutions, who did their utmost to present constructive information to the group and to share their knowledge. The speakers reacted very positively to the strong interest and the frequent and detailed questions of the delegates.

Formal review was conducted amongst the participants at the end of the Study Tour by means of an evaluation form. As demonstrated in the evaluation summary, the delegates were generally complimentary about the thematic and logistic arrangements of the study tour. The wish to have another study tour organised within the framework of the project was frequently voiced. In their evaluation forms, the Study Tour participants nevertheless pointed to some issues that require a better method of resolution in the future. One of these was the suggestion to streamline the size of Study Tour groups and select participants from the same professional field (i.e., only customs officials or only railway officials) to harmonise the programme. On the other hand side, the participants recognised the inter-connections between both sectors and positively evaluated the presentation of cross-cutting issues as well as the ensuing knowledge sharing.

- The overall impression of the seminar was assessed by 80% of the participants with 'excellent' and by 15% of the participants with 'good'
- The general organisation and logistics of the seminar was assessed as 'excellent' or 'good' by at least 90% of the participants, in all areas questioned. Concerning the accommodation used, 65% rated this as 'excellent', 30% as 'satisfactory', and one participant rated this as 'not-sufficient'.
- The degree in which the programme met the expectations of the participants was answered by 68% of the participants as 'excellent', and by 28% as 'good'. Again only one participant was not satisfied in this respect.
- The quality of the presentations received a very high evaluation, since only one participant did not mark this as 'excellent' or 'good'. The question to which degree the study tour has addressed the right issues and topics was assessed by 50% with 'excellent', by 40% with 'good', and by 10% as 'satisfactory'.



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Activity 7 Documentation on feedback and recommendations from the participants and elaboration of development proposals

In all programmes carried out, extensive evaluations were carried out on all possible aspects relating to the programme, including participants' ideas on possible future activities. For the last phase of the project a Training Impact Assessment was carried out, in order to determine the effectiveness and the impact of the training programme.

The aim of this was amongst others to:

- Provide insight in the impact of training activities on participants, e.g.
- The extent in which the training contents has been translated into actual use
- Whether the training has lead to a change in working methods
- Whether training materials have been disseminated in the organisation
- Whether the participation has lead to an improved work performance
- Whether it has had an impact on participants' further development

For the impact assessment a standardized questionnaire was developed, which was sent to all participant to the various programmes. In addition a number of interviews with participants were organised. The evaluation was based on the received post-assessment forms of 222 participants of the different training programmes performed.

The impact assessment was also used to provide the necessary input for the project recommendations and the detailing of future training needs in this field of trade and transport facilitation.

Using the evaluations of the different programmes, the impact assessment results and meetings with experts in the Traceca region, National Secretaries and the Intergovernmental Commission, the project team has formulated a well balanced set of recommendations resulting from the project.

These recommendations can be grouped under two headings:

A) Additional training programmes to satisfy short term needs

The framework developed in the project, assures training programmes of high quality and considering the results of the impact assessment, also have had very positive effects on the work performance of the participants, the training contents have been translated into actual use, the training has lead to changes in working methods and training materials have been disseminated in the organisations. The fact that a network of experts throughout the Traceca countries has emerged, which keeps regular contacts, are all signs of the sustainability of the types and structures of the training programmes as performed here.

Seeing the very positive impact, evaluations and sustainability, it is proposed to set up a series of additional training programmes, using the same structure and philosophy, in order to cover the short term training and capacity building needs:

B) Mid and long term training framework for Traceca

Although the project has proven, that the current system of training programmes is a sustainable one, it is advised to prepare a training framework for Traceca for a five-year (Mid term) and ten-year (Long Term) period.



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Experience of the Consultant in similar situations in many other countries and regions shows that the creation of a network of training centres is a good way of institutionalising the training programmes, as they are carried out from the short term perspective (as described under A) and guarantee sustainability. Train the trainers programmes will lead to a situation where training programmes can be carried out by experts from the countries involved, gradually reducing the need for foreign technical assistance.

The Mid and Long Term Training Framework for Traceca should cover a more extensive training impact assessment and training needs assessment, and a definition of the organisational set-up of the training centres.



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5 Lessons learnt and recommendations

The purpose of the project is to develop and implement a training for top level decision makers from the Ministries of Transport and corresponding agencies and administrations of the TRACECA countries and for the heads of border stations and customs stations, the heads of the operational departments of railways, terminal /port operators and ferry operators alongside the TRACECA Corridor as well as stakeholders of the transport industry.

The capacity development is aimed at new technologies, system changes and communication, the transfer of Western European know-how to decision makers and stakeholders within TRACECA region and support for the promotion of the TRACECA corridor and the TRACECA Multilateral Agreement (MLA).

The project started in July 2003 and since its start the following project activities have been executed:

- Analysis of existing situation all border crossings, ports and main railway stations and custom clearance offices along the TRACECA corridor
- Training needs assessment
- Elaboration and implementation of training programmes at two levels:
A level, in one large training programme, covering all main topics
B level, in two large training programmes, covering all main topics and four smaller dedicated programmes on:
 - Dangerous cargo
 - Legislative and Regulatory issues
 - Train the trainers programme for customs
 - Ports, maritime and shipping
- Study tours to Europe, with the following focus:
 1. United Kingdom, focus especially on ferries, shipping and ports
 2. The Netherlands, focus especially on multimodal transportation, forwarding and road transport
 3. Hungary, focus especially on land border crossing points and railways
- Training impact assessment
- Recommendations

In the project, the training programmes were set up on the basis of a thorough analysis of the existing situation and according the actual training needs that were identified. Logically the high priority areas have been addressed first.

During the process, a continuous evaluation was being done, and programmes were more and more fine-tuned according these evaluations. The three large programmes received outstanding evaluations. In order to meet the needs and requirements of the participants, and based on the evaluations of the large programmes, four specific programmes were detailed according participants needs. These four specialised programmes received the highest evaluations from participants and in all cases requests were made by participants to continue with these special programmes.





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Also the three study tours were set up using the participant input and requests and, based on the again outstanding evaluations, they have clearly fulfilled the expectations.

The feed-back from participants in all programmes, discussions of project team members with National Secretaries, country co-ordinators and others involved have led to a list of recommendations for future training activities and capacity building in the Traceca region.

Although not part of the original activity plan of the project, it was decided to carry out a training impact assessment. Also in this activity, many suggestions and ideas were given by the participants on future activities. The impacted assessment is reported in the next paragraph.

Following the impact assessment is an overview of the project findings and the recommendations.

5.1 Impact Assessment

In order to determine the effectiveness and the impact of the training programme carried out in the framework of the project, it was decided to conduct a training impact assessment. The aim of this was amongst others to:

- Provide insight in the impact of training activities on participants, e.g.
- The extent in which the training contents has been translated into actual use
- Whether the training has lead to a change in working methods
- Whether training materials have been disseminated in the organisation
- Whether the participation has lead to an improved work performance
- Whether it has had an impact on participants' further development

The present evaluation was based on the received post-assessment forms of 222 participants of the different training programmes performed.

The results of the evaluation showed a very high level of satisfaction with the performed capacity development seminars thus proving the chosen approach to the programme development and the topics chosen. 97% of the answers concerning the general evaluation assessed the programme with satisfactorily, much and very much meeting the respective expectations.

78% of the participants gave a clear statement that the participation in the programme led to an improved work performance. This positive response of the participants could also be proved by the fact that 99.5% of them would recommend the programme to others. There was also a clear statement proved by post-seminar assessment meetings with participants in Kazakhstan, Kyrgyzstan, Moldova, Tajikistan and Turkmenistan concerning the necessity of further training programmes.

According to the participants the topics most useful for the daily work were:

- Customs and trade and transport facilitation
- Issues of development and implementation of multimodal transport
- Specific customs-related questions and modern methods of customs control
- Logistics and supply chain management
- Transport and regulations



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The optimal duration for seminars with high-level senior officials (Level A) is one week, for seminars for B-Level officials and experts (approx. 10 working days) and for specialised seminars for responsible officials and experts between one and two weeks, depending on the subject of the seminar.

As most favourite for future programmes were nominated:

- Customs control, i.e. more details on modern control methods, fight for integrity, specific customs issues
- Programme on capacity development with broad profile similar to the programmes offered for A and B-level (with stronger emphasis on practical implementation)
- International transport law international transport conventions
- International freight transport, transport organisation and business organisation in transport enterprises
- Multimodal transport, transport logistics; organisation and operation of logistic centres

Other relevant topics are: International road transport incl. elimination of barriers hampering road transport development in the region; Railway transport development incl. questions of legal framework and operations; Transport networks and infrastructure development incl. transport corridor development, International passenger transport by road and rail; Project management and project development, investment policy and Public Private Partnership as well as Port security.

However, capacity building is not a once only activity, but should ideally be seen as a continuous process, and as a means to increase the overall quality and efficiency on and along the transport corridor. From the questionnaires and the interviews which have been conducted, it can be concluded that the impact of the training programmes in all aspects is a very positive one. The risk that the participation to the programmes only has a limited short term effect is denied by nearly all participants. Participants have clearly stated the possibilities to directly use the experiences in the programme in the daily work and some have given clear examples of that. A major conclusion is that the training materials were disseminated extensively by the participants to colleagues and that the materials reached much more people than only the number actually participating. In addition it has to be noted that nearly one fifth even organised internal seminars and meetings to disseminate the training materials.

Also interesting to note is that the majority of participants have stayed in contact with their fellow-participants, so that a true and valuable network of TRACECA-experts was established. This will certainly be of great added value to the further development of the TRACECA corridor.

All in all it can be concluded that the programme carried out is a sustainable one, taking into account the remarks made by the participants and the dissemination activities carried out by them.

Many ideas and recommendations have been given by the participants about the continuation of training programmes with a similar set up. In the following paragraph, these recommendations and ideas are included.

A full report on the training impact assessment can be found in Annex 7 of the Final report.





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5.2 Recommendations

The first project activities mainly had the aim to assess the training needs in the Traceca countries, based on the existing situation and the expected developments in the areas of concern. A continuous evaluation of the project activities was made, and the feedback received from the participants as well as their recommendations for improvement, were immediately included in following programmes.

The resulting recommendations in the final part of the project, focus at the items not yet covered and solved in the project, but at future activities.

The recommendations can be separated in two parts:

- A) Additional training programmes to satisfy short term needs
- B) Mid and long term training framework for Traceca

A) *Additional training programmes to satisfy short term needs*

The training projects carried out in the framework of the project have covered all the issues which were raised in the Terms of Reference in the project, the issues which were identified in the analysis of the existing situation and the training needs assessment. In addition specific topics were included, based on the requests and the evaluations in the programmes themselves.

The framework developed in the project, assures training programmes of high quality and considering the results of the impact assessment, also have had very positive effects on the work performance of the participants, the training contents have been translated into actual use, the training has lead to changes in working methods and training materials have been disseminated in the organisations. The fact that a network of experts throughout the Traceca countries has emerged, which keeps regular contacts, are all signs of the sustainability of the types and structures of the training programmes as performed here.

Seeing the very positive impact, evaluations and sustainability, it is proposed to set up a series of additional training programmes, using the same structure and philosophy, in order to cover the short term training and capacity building needs:

- Additional 'general' programme for Level A participants including TRACECA National Secretaries (maximum 40 participants)
- Specialised programmes (small groups, maximum 20 participants) on the following topics:
 - Multimodal and intermodal transport
 - Logistics, supply and demand chain management and logistics centres
 - Marketing in the transport sector (focus at attracting carriers/forwarders/shippers to the corridor)
 - ICT and Management Information Systems in the transport sector
 - Forecasting and Modelling in transport
 - Implementing Port/Intermodal Security (according the recent new international guidelines and agreements)
 - Implementation of transport corporatisation/privatization and improving administration



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B) Mid and Long Term Training Framework for Traceca

As mentioned before, training and capacity building is not an activity that has to be carried out only once in the form of a project. It should be a continuous process, which leads to an increase of the overall quality and efficiency on and along the transport corridor. It is important to find way to institutionalise this type of training and capacity building in the TRACECA countries.

Although the project has proven, that the current system of training programmes is a sustainable one, it is advised to prepare a training framework for Traceca for a five-year (Mid term) and ten-year (Long Term) period.

Experience of the Consultant in similar situations in many other countries and regions shows that the creation of a network of training centres is a good way of institutionalising the training programmes, as they are carried out from the short term perspective (as described under A) and guarantee sustainability. Train the trainers programmes will lead to a situation where training programmes can be carried out by experts from the countries involved, gradually reducing the need for foreign technical assistance.

The Mid and Long Term Training Framework for Traceca should cover a more extensive training impact assessment and training needs assessment, and a definition of the organisational set-up of the training centres.

- **Impact assessment and future training needs:**

Under the present project, a training impact assessment was carried out, additional to the terms of the contract. This first training impact assessment was restricted to a questionnaire type of assessment and a limited number of interviews. It is advised to include an assessment of the training impact and the future training needs by carrying out visits to a selected number of participants in their working environment. This includes a selection of a number of participants to the programmes for a more detailed impact assessment, by means of in-depth interviews and visits to work-sites. It should also include interviews with the direct superiors of the participants.

- **Organisational set-up of training centres**

This should include:

Goals, mission statement and mandate

Training estimate needs (short term + long term)

Market analysis

Activities (example):

- General: curricula development strategy

- Short term training courses (tailor made)

- University type training (public, tailor made)

- Distance learning (public, tailor made)

- Research

- Consultancy

- Conference support

- Information services

Institutional and operational organisation of the centre (can be existing centres and new training centres):

- Location

- Staffing:





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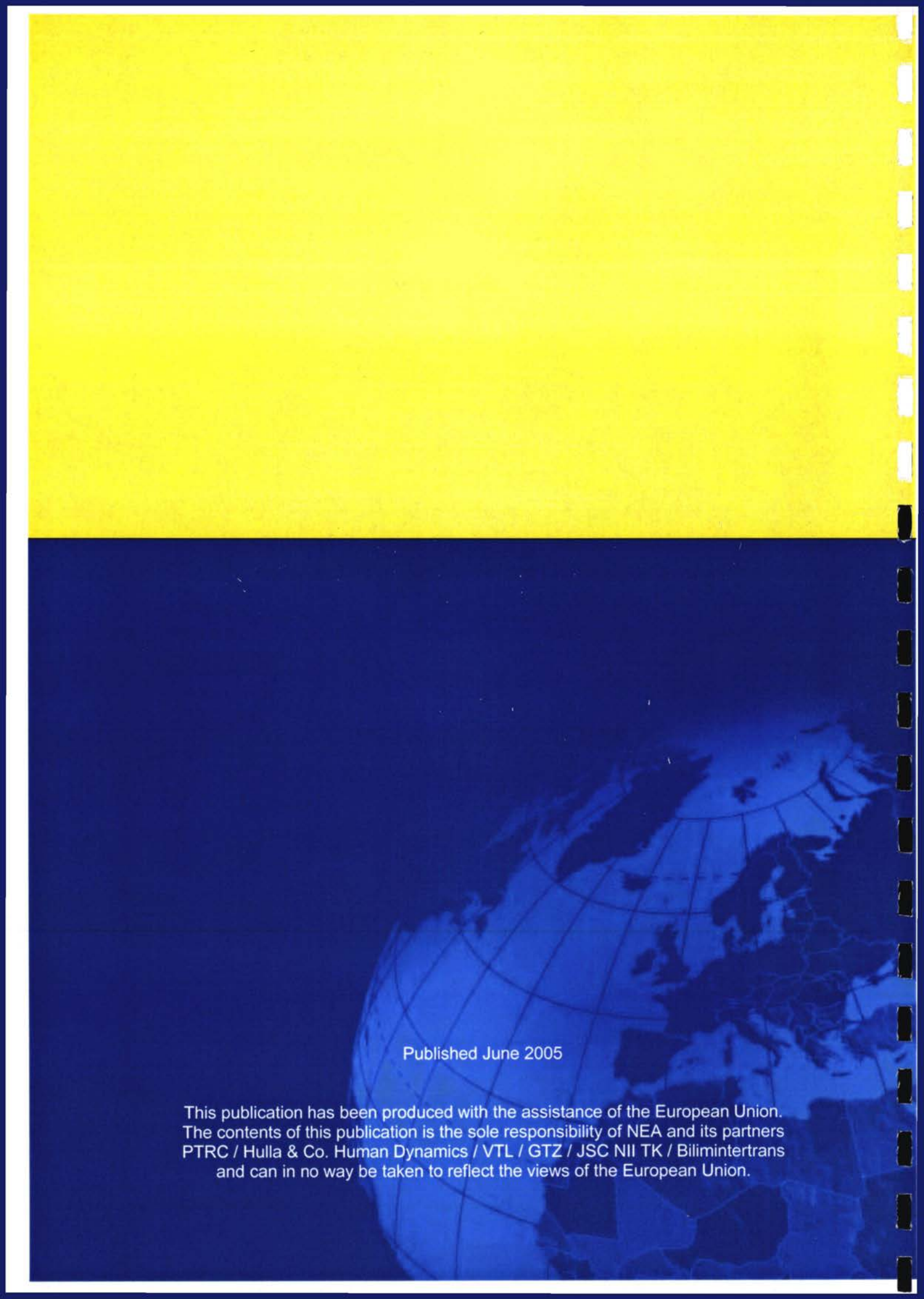
Staffing requirements
Training of trainers
Physical facilities and equipment
Financial analysis:
Costs-Revenues
Measurable results:
Performance monitoring
Implementation plan

The long term objectives of the creation of training centres can be identified as:

- To drive sustainable economic development through improved efficiency and effectiveness of transport and logistic chains.
- To supply transport and related logistic services tuned to meet demand in terms of services, quality and price, by increasing the number of trained transport sector managers, and officials.
- To strengthen economic co-operation between the Traceca countries, by increasing the knowledge regarding the main issues, prospects and constraints related to the regional transport markets.
- To establish an information and contact database for the transport and logistics industry.

The short term objectives can be described as:

- To establish well equipped, full functioning and self sustainable training centres managed on the basis of realistic business plans, with trained management and a pool of trainers.
- To develop material for training courses.
- To execute these courses.
- To explore the possibilities to expand the training activities (by establishing other centres or concepts like distance learning).



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