

**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

Progress Report 3

October 2004 – March 2005




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Military Customs Institute of Uzbekistan

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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Central Asia

CAPACITY DEVELOPMENT FOR SENIOR TRANSPORT
SECTOR OFFICIALS (TRACECA)

Progress Report 3

April 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.
- 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.

Project 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 (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

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)

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 of possible facilities for training performance in Almaty and 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.

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

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.

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
- 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 the majority of the beneficiary countries. Major criteria for participation were administrative position (decision-making power) and identification of high 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 ICG 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 held 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 held 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.

The finale 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 begin of April 2005.

As in previous reporting periods close contact was held with the Project Manager of the European Commission - EuropeAid Co-operation Office, Mr Athanasios Boitsios. Meetings took place on 12 October 2004 and 20 December 2004. On 2 March 2003 Mr Boitsios visited the Study Tour organised in the Netherlands. Moreover, the Monitoring team was also permanently kept informed about the status of project performance and major project events.

3 Summary of project planning for the remainder of the project

The remaining activities of the Project are:

- the third study tour to Hungary (with emphasis on customs and land-based transport)
- the finalisation of the post-training assessment and development of proposals and recommendations

The development of proposals and recommendations will be in the form of a brief report (statement). It will be based on the training needs assessment, combined with the analysis of the existing situation and the results of the training programmes, i.e. the immediate feedback from the participants and trainers of all capacity development programmes performed as well as the post-training assessment undertaken in February/ March 2005.

The final activity will be the preparation of the Draft Final report (May/ June 2005).

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

4 Project progress in the reporting period

4.1 General activities and relationship with other projects

Major emphasis in the reporting period was put on:

- Final preparation and performance of the capacity development programmes for the specialised groups, B-Level in Tashkent Almaty and Baku
- Preparation of the Study Tours to Europe (UK, The Netherlands, Hungary) incl. programme development, selection of participants, visa support and travel management
- Performance of the first two Study Tours to UK (emphasis on ports and maritime aspects) and The Netherlands (emphasis on logistics, multimodal and road transport)

Therefore, during the reporting period the major activities of the Team were geographically concentrated on Kazakhstan, Uzbekistan and Azerbaijan. Necessary presence in Uzbekistan was provided by several visits of the Manpower development expert and Team leader Central Asia, Mr Frank Prescha, ensuring very close contact to the National Secretary of Uzbekistan, the Project partners in Uzbekistan (Agency for Road and Inland Waterway Transport, the Customs committee, the Railways as well as Road transport association) as well as the local partners and staff involved in Uzbekistan. Contact in Azerbaijan in preparing the Baku seminar was also ensured by visits the Manpower development expert and Team leader Central Asia, Mr Frank Prescha, ensuring very close relations with the National Secretary of Azerbaijan, the Ministry of Transport of Azerbaijan as well as the local staff involved in Azerbaijan.

Direct contact to the National Secretaries and Project partners in other participating countries was realised visiting the following countries:

Azerbaijan	by Mr de Leijer, Project Director and Mr Prescha, Manpower development expert and Team leader Central Asia (several times)
Armenia	by Mr Prescha, Manpower development expert and Team leader Central Asia
Georgia	by Mr Rene Meeuws, Academic Director and Mr Prescha, Manpower development expert and Team leader Central Asia
Kazakhstan	Permanent stay by Mr Prescha, Manpower development expert and Team leader Central Asia; visit by Mr de Leijer, Project Director
Kyrgyzstan	by Mr Prescha, Manpower development expert and Team leader Central Asia
Tajikistan	by Mr Prescha, Manpower development expert and Team leader Central Asia
Turkmenistan	by Mr Prescha, Manpower development expert and Team leader Central Asia (several times)
Uzbekistan	by Mr Prescha, Manpower development expert and Team leader Central Asia (several times)

With all National Secretaries as well as the Project Partners in Turkmenistan, permanent and close relations were installed either by direct links or via the nominated Local Project Co-ordinators using electronic data transfer and telephone conversations.

In the beginning of March 2005 the permanent presence in the region by Mr Prescha, Manpower development expert and Team leader Central Asia was completed as planned. To the end of March 2005 the Project office in Almaty was finally closed. In parallel, the contracts with the local Project Coordinators (Focal points) expired.

Relationship with other projects

As already stated in the previous Reports, there was only one relevant TRACECA Project running in parallel with the present project over a significant period of time: Common Legal Basis for Transit Transportation (CLBTT) (*Lamnidis & Associates*), November 2002 - November 2004. Close co-operation was ensured by exchange of reports and materials as well as by several meetings with Mr V. Turdzeladze, responsible for the local co-ordination in that project and the Project Director, Mr Thomas Lamnidis.

The team of the CLBTT Project participated in the three major Seminars for Level A and B informing the participants of the seminars at first hand about:

- Common Legal Base and the TRACECA Multilateral Agreement and Problems of its implementation
- TRACECA - Aspects of Strategic Development for the years 2005-2010 from the viewpoint of the Intergovernmental Commission TRACECA.

Results (Reports, materials, etc.) from the 'Harmonisation of border crossing procedures' Project (*Scott Wilson/ Compass/ NEA/ Sema*) as well as the 'Unified Policy on Transit Fees and Tariffs' project (*Scott Wilson/ Tebodini/ Corporate Solutions*), Trade and Transit Facilitation Projects of the World Bank for Central Asia and the Caucasus region, as well as other projects on Customs and Border Management in the region were used by the trainers for their preparation.

A formalised overview about the project performance is provided in the Annexes 1 to 3: Project Interim Report (Form 2.2), Resource Utilisation Report (Form 2.3) and Output Performance Report (Form 2.4).

The following sections provide information about the work progress and results for the individual major tasks of the project.

4.2 Analysis of existing situation in border crossings, ports, railway stations and customs clearance offices along the TRACECA corridor

This activity was finalised in the reporting period of Progress Report 1. No further activities were required.

4.3 Training needs assessment (Target Groups - Levels A and B)

This activity was finalised in the previous reporting period. No further activities were required.

4.4 Development of training material (for the Specialised Seminars)

The training material for the Specialised Seminar on **Legislative and Regulative Issues** was prepared based on the experience from the previous seminars for the A and B level and took into consideration the identified additional demand for more detailed discussion of legislative and regulative aspects. Due to the homogenous structure of the participants with similar professional background, the programme (as well as the programme for dangerous cargo) provided more detailed information on legal and regulatory problems as it could be done in the seminars for the bigger groups. The seminar was oriented on a maximum involvement of the participants by leaving sufficient room for discussions, presentation of own experiences and problems as well as direct addressing of questions and problems to the trainers.

The following major items were included into the programme:

- Link between trade and transport, barriers to trade and transport (Mr Cheesman)
- General trade legislation (Mr Spera)
- International transport conventions (Mr Spera)
- Incoterms (Mr Spera)

- TIR, CMR, Insurance, TT-Club (Mr Cheesman)
- Specific road transport issues (Mr Cheesman)
- New legal issues, specific rail issues (Mr Spera)

The training course on **dangerous cargo** was addressed to experts from the ministries of transport and other agencies regulating the road transport sector. It was mainly aimed at familiarisation of the participants with aspects of regulation and organisation of transportation and intermediate storage of dangerous cargo in different transport modes(s) with special emphasis on the provisions of the ADR.

The following items were included in the seminar programme and the materials handed out:

- Introduction to dangerous goods and their properties
- Classification of dangerous goods
- Harmonisation of legislation for the different modes of transport
- Responsibilities of partners involved in transport
- Provisions for packaging (i.e. approval, marking, operations) in different transport modes with emphasis on road transport (ADR)
- Provisions for transport and transport means (i.e. approval, marking, operations) in different transport modes with emphasis on road transport (ADR)
- Specifics for railways, water transport and terminals

After the first two days of introduction and familiarisation with the problem, the course was organised based on case studies on work with ADR, Table A performed together with the participants. Therefore full English and Russian versions of ADR (official translation, authorised by UN ECE) were provided to the participants. In additions further detailed training material and charts of the lessons were prepared and hand-over to the participants.

The training course for Customs officials was organised as a 'train the trainers' course with emphasis on modern methods of **Customs control and facilitation at cross border stations**. The aim was to present knowledge and material to be used for further training and capacity development activities within the participating Customs authorities.

The following key items were included in the seminar programme and the materials handed out:

- Customs and the economy
- Harmonisation of border crossing procedures (Introduction and general approach)
- International and economic aspects of facilitation of Customs procedures
- Facilitation of Customs procedures in practical life (integrated in legislation, application)
- Facilitation: Balance between simplifications and commitment, international co-operation
- Modern Customs control - Risk assessment systems, international instruments to fight fraud
- Modern Customs control - Compliance measurement
- Modern Customs control - Commercial fraud enforcement techniques
- Modern Customs control - Specific enforcement techniques
- Modern Customs control - Intelligence units tasks
- Integrity and prevention of corruption

Sufficient time was planned for discussion of possible implementation of modern methods of Customs work within the authorities of the region and the answering of open questions from side of the participants. With support from the Kazakh Customs agency a visit to the Training Centre and Laboratory of the Almaty Customs was organised.

The training course on **ports and maritime issues** emphasised on the following major topics:

- i. Port management
- ii. Port privatisation
- iii. Port safety (especially ISPS Code)

In detail, the training material (and the agenda of the seminar) included the following key items:

- Overview of port (related) organisations and responsibilities
- EU policies and rules with concern to the port business
- Technological solutions for port inspections, security and efficiency improvements
- Hinterland transportation and multimodal transport
- Handling of dangerous cargoes in ports
- Port Privatisation (World Bank Toolkit)
- New developments in the port environment with regards to safety and security
- Introduction to the ISPS Code and international guidelines
- Gathering and selecting information for implementing port security
- Relations and responsibilities of different authorities involved
- Best practices and Implementation guidelines

In addition, material was supplied to the participants about the TRACECA Multilateral Agreement after presentation of 'Results and Problems of Implementation of TRACECA Multilateral Agreement; Outlook for the future' by the General Secretary of IGC TRACECA.

4.5 Selection of candidates for the training programme of Target Group B (for specialised groups)

The nomination of the candidates of the small specialised groups was made based on the proposals made by the National Secretaries and/ or other Project Partners. These proposals were based on the recommendations of the Consultant concerning the wishful circle of participants for each seminar and the general requirements for participation in seminars under the present project. Thus, for the individual seminars the following target groups were defined:

- **TRACECA Capacity Development Seminar on Dangerous Cargo**
Ministries of Transport (and Communication) or similar agencies responsible for transport sector regulation: Persons responsible for problems of regulation and organisation of transportation and intermediate storage of dangerous cargo in all or one transport modes(s). Thus, the candidates should represent overhead departments (like transport policy or forwarding departments) or mode-specific departments (like road or rail transport department)
- **TRACECA Capacity Development Seminar on Legislative and Regulative Issues in Trade and Transport Facilitation**
Ministries of Transport (and Communication) or similar agencies responsible for transport sector regulation and transport policy making: Persons responsible for problems of regulation and legal framework establishment for international transport. Thus, the candidates should represent overhead departments (like transport policy or transport strategy departments) or be responsible for the mentioned tasks within mode-specific departments (road or rail transport department)
- **TRACECA Capacity Development Seminar "Train the Trainers" on Customs Control and Facilitation at Cross Border Stations**
Customs authorities, preferably representatives from Customs Academies/ Institutes/ Training centres or senior officials from Customs headquarters or regional Customs authorities responsible for professional education and staff training

- TRACECA Capacity Development Seminar on Ports and Maritime Issues
Port authorities/ port administrations of sea ports in the TRACECA region (Black Sea, Caspian Sea, Sea of Marmora) as well as representatives from sea or water transport departments of Ministries of Transport or similar organisations (no participants from individual stevedoring companies are foreseen)

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

4.6.1 Level A

The Seminar for Level A was performed during the previous reporting period (see Progress Report 2)

4.6.2 Level B, Seminars B-1 and B-2

The Seminar for Level A was performed during the previous reporting period (see Progress Report 2)

4.6.3 Level B, Specialised Seminars on Regulation and Dangerous cargo

As already presented in Progress report 2, 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.

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. Thus, the following number of persons participated, by countries:

- Five participants from Bulgaria (four on Regulations, one on dangerous cargo)
- Four plus 2 participants from Uzbekistan (per two plus one in both seminars)
- Four participants from Armenia (per two in both seminars)
- Three participants from Kyrgyzstan, Moldova and Tajikistan (per two on Regulations, per one on Dangerous cargo)
- Two participants from Azerbaijan, Georgia, Kazakhstan, Turkey and Ukraine (per one in each seminar)
- One participant from Romania (Dangerous Cargo group)

The two nominated participants from Turkmenistan were not able to join the seminar due to the very late completion of the internal procedures on receiving the necessary exit permission and ticket problems.

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</i> from International Relations (or European Integration) Departments | 7 participants |
| from Transport Policy Departments | 3 participants |
| from Legal Departments | 3 participants |
| from Railway Departments | 2 participants |
| • Ministries of Foreign Affairs | 1 participant |
| • Ministries of Economy | 1 participant |
| • others (Customs, Road Administration) | 2 participants |

The 14 participants of the Seminar on "Dangerous cargo" represented the following organisations:

- Ministries of Transport (and Communication) and sector regulating agencies with similar functions as well as directly subordinated bodies 12 participants
 - thereof from Road Transport Departments* 6 participants
 - from Transport Policy Departments* 3 participants
 - from Legal Departments* 1 participant
 - from International Relations Departments* 1 participant
 - from safety-related Departments* 1 participant
- 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 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 evaluation of the seminars showed a very high level of acceptance:

- The overall impression about the Seminar on Dangerous cargo was evaluated by 89% 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 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.

For more details see Progress Report 2, Annexes 11 and 13 as well as Chapter 4.6.5 of that Report.

4.6.4 Level B, Specialised Seminar on Customs Control and Facilitation at Cross Border Stations

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:

- Three participants from Kazakhstan
- Two participants from Armenia, Moldova, Kyrgyzstan, Tajikistan and Uzbekistan
- One participant from Azerbaijan, Georgia, Turkey and Ukraine

The Customs authorities from Bulgaria, Romania and Ukraine did not nominate candidates to the National Secretaries. Concerning Turkmenistan, the selected participants were not able in time to complete the very complicated and time-consuming internal procedures on receiving the necessary exit permission.

The participants represented the following organisations:

- | | |
|---|-----------------|
| • 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 Muratshan 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.

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.

For more details see Annex 5.

4.6.5 Level B, Specialised Seminar on ports and maritime issues

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:

- Three participants plus one additional participant from Azerbaijan
- Three participants from Bulgaria, Georgia and Kazakhstan
- Two participants from Turkmenistan and Ukraine
- One participant from Romania and Turkey

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

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 highlight 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.
- 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.

In total 350 individual evaluation notes were given by the participants, of them 206 excellent, 124 good and only 12 satisfactorily. The three 'poor' notes were given to the hotel accommodation.

4.6.6 Study tours - General

One of the major events in the Reporting period was the preparation of the 3 study tours to the UK, The Netherlands and Hungary to be 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.

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 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.

² Three participants participated in two seminars.

Concerning programmes, list of participants and evaluation results for the individual study tours see the respective Chapters below and the Annexes 7-9.

4.6.7 Study Tour to the UK

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 of the Consortium led by NEA. For more details see the Study Tour Report in Annex 7.

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')

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.

4.6.8 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 (Port of 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)

For the detailed programme and list of participants see Annex 8.

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:

- 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 'satisfactorily'. None of the participants rated any programme topic with a mark worse than 'satisfactorily'.
- 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 'satisfactorily', all others with 'excellent' and 'good'.

For the details of the assessment see Annex 8.

4.6.9 Study tour to Hungary

The last study tour is dedicated to questions of organisation of customs work, facilitation at borders, organisation of customs brokerage, international freight forwarding, railway transport and multimodal transport. As already stated for practical reasons (Easter holidays) the study tour has been postponed to the beginning of April 2005. This allowed also for more time for the performance of the rather complicated Hungarian visa procedures for participants, especially from Caucasian and Central Asian countries.

The Study tour is organised by Human Dynamics from Vienna (Austria), partner of the consortium led by NEA. The programme will contain the following highlights:

- Presentations from the Hungarian Customs on realisation of process of accession to EU and results, facilitation of border crossing, implementation of modern customs law and methods and human resources development
- Presentations from the Hungarian freight forwarding industry
- Presentations from the Hungarian associations dealing with customs brokerage and formalities in international transportation
- Presentations from the Hungarian railways on cargo transport activities, access to the rail way infrastructure and user fees, implementation of ICT in railways
- Visit and presentation on site of border and customs post Zahony on the Ukrainian border (road and rail procedures)
- Visit and presentation on site of multimodal terminal/ logistic centre (near Budapest)

Emphasis is put on the specific Hungarian experience of transformation to market economy and accession to the European Union in 2004, especially from viewpoint of changes and challenges for the transport industry and the Customs.

The tour is planned for participants from all 13 countries involved in the project for the period from 3 April till 12 April 2005.

For details of the programme and the list of participants see Annex 9.

4.7 Post-Training Assessment, Elaboration of development proposals

This is the final project task to be finalised in the last project period in April and May 2005.

Performance of Post-Training 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 main idea 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.

A preliminary analysis was performed during the reporting period; it was based on 175 questionnaires, returned to the Project team until March 28; representing 55% of the participants, which allows to present a representative overview about the participants' viewpoints, comments and proposals.

Country	Analysed questionnaires	Participating persons	Percentage of analysed questionnaires
Armenia	5	25	20%
Azerbaijan	24	26	92%
Bulgaria	17	26	65%
Georgia	12	27	44%
Kazakhstan	19	29	66%
Kyrgyzstan	24	24	100%
Moldova	14	27	52%
Romania	-	16	0%
Tajikistan	17	25	68%
Turkey	-	21	0%
Turkmenistan	11	19	58%
Ukraine	14	25	56%
Uzbekistan	18	27	67%
Sum	175	317	55%

The analysed questionnaires were from:

- 31 participants of Level A (or 46% of the total participants)
- 103 participants of Level B - large groups (or 55% of the total participants)
- 43 participants of Level B - specialised groups (or 63% of the total participants)

The final assessment based on a wider number of questionnaires will be included as part of the Draft Final Report.

Results of Post-Training 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. 76% 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 100% 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
- International trade and transport conventions and other specific legal questions
- Logistics and supply chain management

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 and international transport conventions
- International freight transport, transport organisation
- Transport logistics, organisation and operation of logistic centres

Other relevant topics are: Multimodal transport; 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.

Final conclusions drawn from the Post-training Assessment

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 third 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.

All in all, 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.

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

5 Project planning for next reporting period

5.1 Activities in general

The following major activities have to be performed during the last project period from April 2005 till beginning of July 2005 (end of contract):

- 1) Performance of the Study Tour to Hungary (first half of April 2005)
- 2) Finalisation of the Post-Training assessment and elaboration of development proposals
- 3) Preparation of the Draft Final Report

A formalised overview is presented as 'Plan of operations for the next period (Work programme)' in Annex 4.

In the following, few additional remarks are given on certain activities.

5.2 Study Tours

The remaining Stud tour to Hungary is to be performed from 3 April till 12 April 2005 according to the Programme as described in Chapter 4.6.9 and Annex 9 of the present report.

5.3 Post-Training assessment and elaboration of development proposals

In the final period the Post-Training assessment will be finalised by including a wider number of questionnaires in order to improve the representability of the results further. Together with the feedback of the participants of the study tours and the earlier feedbacks from the various training seminars in Almaty, Tashkent and Baku and the impressions of the Consultant gained throughout the project performance a series of proposals for further development, improvement and implementation will be presented.

Development proposals will include, but are not limited to:

- Need in further training programmes
- Methodical improvements in future training programmes
- Proposals for implementation of new methods
- Proposals for 'institutionalisation' of capacity development
- Identification of key areas to be addressed in further work of IGC TRACECA

ANNEXES

Annex 1

PROJECT INTERIM REPORT (Form 2.2)

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				Page : 1			
Planning period : 10/2004 - 03/2005			Prepared on : April 2005					Contractor : NEA and its partners in the consortium PTRC/ Hulla & Co. Human Dynamics/ VTL/ GTZ/ JSC NII TK/ Bilimintertrans/ Higher Military Customs Institute of Uzbekistan							
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. To transfer the respective 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; the know-how transfer shall be organised for two Target Groups (Level A and Level B) separately in training courses/ seminars and study tours.															
No	ACTIVITIES IMPLEMENTED	TIME FRAME 2004/2005						INPUTS							
		Months 2004			Months 2005			PERSONNEL INTERNATIONAL (M-d)		LOCAL PARTNER (M-d) +)		EQUIPMENT AND MATERIAL		OTHER	
		10	11	12	01	02	03	Planned	Utilised	Planned	Utilised	Planned	Utilised	Planned	Utilised
1	Development of training material for Target Group - Level B	X	X	X				65	62	35	40	-	-	-	-
To 1	Preparation of training material Small Specialised Groups on Customs & Ports and maritime industry	X	X												
2	Implementation of Training Programme for Target Group - Level B, Four Specialised Groups	X	X	X	X			70	73	30	38			71 flights & accommodation of trainees; 6 int. flights of trainers	68 flights & accommodation of trainees **, 7 int. flights of trainers
To 2	Performance of Specialised Seminars on Regulations and Dangerous Goods	X													
To 2	Preparation of logistics for Specialised Seminar on Customs	X													
To 2	Performance of Specialised Seminar on Customs		X												
To 2	Preparation of logistics for Specialised Seminar on Ports & Maritime Industry	X	X	X											
To 2	Performance of Specialised Seminar on Ports & Maritime Industry			X					X						

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	Page : 3
Planning period : 10/2004 - 03/2005	Prepared on : April 2005	Contractor : NEA and its partners in the consortium PTRC/ Hulla & Co. Human Dynamics/ VTL/ GTZ/ JSC NII TK/ Bilimintertrans/ Higher Military Customs Institute of Uzbekistan	

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. To transfer the respective 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; the know-how transfer shall be organised for two Target Groups (Level A and Level B) separately in training courses/ seminars and study tours.

No	ACTIVITIES IMPLEMENTED	TIME FRAME 2004/2005						INPUTS								
		Months 2004			Months 2005			PERSONNEL INTERNATIONAL (M-d)		LOCAL PARTNER (M-d) +)		EQUIPMENT AND MATERIAL		OTHER		
		10	11	12	01	02	03	Planned	Utilised	Planned	Utilised	Planned	Utilised	Planned	Utilised	
4	Documentation on feedback and recommendations from the participants. Elaboration of development proposals				X X	X X	X X	initially planned only for the final period	18	-	-	-	-	-	-	
To 4	Preparation of Training Assessment Form for Participants and preparation of enquiry				X X	X X	X X									
To 4	Performance of questioning of the participants by questionnaire					X X	X X									
								TOTAL	243	253	191	229	-	-	plus approx. 3 int. flights of core team *)	plus 3 int. flights of core team *)

Remarks:

- *) The number of international flights of expatriate experts of the core team cannot be clearly divided between the different tasks due to the character of the given project and the high level of interconnectivity of the tasks.
- +) only the input of the local PM/ Training Co-ordinator and the Training Co-ordinator Tashkent is split by Main activities, remaining local input (local Focal Points) is to be understood as 'Overall Project Management' as lump sum of 100 Man-days utilised for the reporting period
- ** For a total of 8 participants from the hosting country of the respective seminar no transport costs did occur.

Annex 2

RESOURCE UTILISATION REPORT (Form 2.3)

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	Page : 1
Planning period : 10/2004 -03/2005	Prepared on : April 2005	Contractor : NEA and its partners in the consortium PTRC/ Hulla & Co. Human Dynamics/ VTL/ GTZ/ JSC NII TK/ Bilimintertrans/ Higher Military Customs Institute of Uzbekistan	

Project objectives :

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RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER
PERSONNEL					
EU Project Director	128	23	23	118	10
Academic Director and Team Leader	258	43	46	232	26
Manpower Development Expert & TL Central Asia	352	84	94	344	8
Local Project manager/ Training Co-ordinator	352	72	89	352	0
Senior Trainers	236	78	75	233	3
Training Quality Manager	40	15	15	40	0
Training Co-ordinator Tashkent	66	35	40	66	0
Local Project Co-ordinators	286	84	100	286	0
Sub-total	1718	434	482	1671	47

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	Page : 2
Planning period : 10/2004 -03/2005	Prepared on : April 2005	Contractor : NEA and its partners in the consortium PTRC/ Hulla & Co. Human Dynamics/ VTL/ GTZ/ JSC NII TK/ Bilimintertrans/ Higher Military Customs Institute of Uzbekistan	

Project objectives :

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RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER
OTHER INPUTS					
International flights of Experts to the region	39	9	10	46	-
Flights & accommodation for 65 trainees for Level A training	65 units	-	-	68 units	-
Flights & accommodation for 260 persons for Level B training	260 units	71 units	68 units	254 units	- *)
Flights to Europe & accommodation for 52 persons in Europe for Study Tours	52 units	52 units	30 units	30 units	22 units
Equipment	not part of the Project budget, to be rent				
Sub-total	39 flights of experts to the region, 325 flights & accommodation for training, 52 flights to Europe & accommodation for Study Tours	9 flights of experts to the region, 71 flights & accommodation for training, 52 flights to Europe & accommodation for Study Tours	10 flights of experts to the region, 68 flights & accommodation for training, 30 flights to Europe & accommodation for Study Tours	46 flights of experts to the region, 322 flights & accommodation for training, 30 flights to Europe & accommodation for Study Tours	22 flights to Europe & accommodation for Study Tours
TOTAL					

*) Difference of 6 units cannot be utilised due to finalisation of the B-Level programme.

Annex 3

OUTPUT PERFORMANCE REPORT (Form 2.4)

Project title : Capacity Development for Senior Transport Sector Officials (TRACECA)	Project Nr. : EUROPEAID/113181/C/SV/MULTI	Country : Armenia, Azerbaijan, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Romania, Tadjikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan	Page : 1
Prepared on : April 2005		Contractor : NEA and its partners in the consortium PTRC/ Hulla & Co. Human Dynamics/ VTL/ GTZ/ JSC NII TK/ Bilimintertrans/ Higher Military Customs Institute of Uzbekistan	
Output results	Deviation original plan + or - %	Reason for deviation	Comment
Training material for the Level B courses for the 4 Specialised Small Groups in both Russian and English (Small groups)	Not applicable Preparation finalised: On Regulations: First week October 04 On Dangerous goods: First week October 04 On Customs: Second/ third week October 04 On Maritime: and ports: beginning of November 04	Not applicable	The materials had to be prepared stepwise based on the results and experience of the previous Seminars ensuring readiness of the material in good time for high quality translation. This was ensured for all seminars. For two seminars (Regulations and Customs) a part of the materials presented for Level A and B-1/ B-2 was also used. For the seminars on dangerous goods and maritime and port issues completely new material was produced
Implementation of the Training Programme - Level B, Small specialised group on Legislative and Regulative Issues	no deviation (performed in October 2004)	-	The seminar was performed for 19 participants from 11 countries on 11-15 October 2004 in Tashkent (Uzbekistan) in parallel to the Seminar on Dangerous goods
Implementation of the Training Programme - Level B, Small specialised group on Dangerous Cargo Aspects	no deviation (performed in October 2004)	-	The seminar was performed for 14 participants from 12 countries on 11-15 October 2004 in Tashkent (Uzbekistan) in parallel to the Seminar on regulations
Implementation of the Training Programme - Level B, Small specialised group "Train the Trainers" on Customs Control and Facilitation at Cross Border Stations	no deviation (performed in October 2004)	-	The seminar was performed for 17 participants from 10 countries on 25-29 October 2004 in Almaty (Kazakhstan)
Implementation of the Training Programme - Level B, Small specialised group on Ports and Maritime Issues	no deviation (performed in November 2004)	-	The seminar was performed for 18 participants from 8 countries with access to maritime transport on 15-19 November 2004 in Baku (Azerbaijan)

Project title : Capacity Development for Senior Transport Sector Officials (TRACECA)	Project Nr. : EUROPEAID/113181/C/SV/MULTI	Country : Armenia, Azerbaijan, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Romania, Tadjikistan, Turkey, Turkmenistan, Ukraine, Uzbekistan	Page : 2
Prepared on : April 2005	Contractor : NEA and its partners in the consortium PTRC/ Hulla & Co. Human Dynamics/ VTL/ GTZ/ JSC NII TK/ Bilimintertrans/ Higher Military Customs Institute of Uzbekistan		
Output results	Deviation original plan + or - %	Reason for deviation	Comment
Performance of Study Tours - First Study tour to UK	- 4% (performed in January 2005)	The initial panning was December 2004 for the first out of three Study Tours. Due to practical reasons (avoidance of impact of Christmas holidays) the Study tour was postponed into January 2005	The Study tour was performed for 9 participants from 6 countries with access to maritime transport on 19-28 January 2005. Emphasis was put on port and maritime issues incl. ferry transport and logistics. Study tour was concentrated on Greater London area and British ports along the Channel
Performance of Study Tours - Second Study tour to the Netherlands	No deviation (performed in February/ March 2005)	-	The Study tour was performed for 21 participants from 13 countries with access to maritime transport on 23 February - 5 March 2005. Emphasis was put on logistics, multimodal transport and road transport. Study tour was concentrated on Rotterdam area.
Post-Training Assessment	Not applicable (prepared end of March 2005)	-	As a first part of the Final evaluation and preparation of recommendations a Post-Training Assessment Report was prepared and delivered to the EU Task Manager. The Report was based on the input of 175 participants of the programmes performed from 11 countries.

**Annex 4
FORM 1.6:**

PLAN OF OPERATIONS FOR THE NEXT PERIOD (Work programme)

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	Page : 1
Planning period: 04/2005 - 07/2005	Prepared on: April 2005	Contractor : NEA and its partners in the consortium PTRC/ Hulla & Co. Human Dynamics/ VTL/ GTZ/ JSC NII TK/ Bilimintertrans/ Higher Military Customs Institute of Uzbekistan	

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. To transfer the respective 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; the know-how transfer shall be organised for two Target Groups (Level A and Level B) separately in training courses/ seminars and study tours.

No	ACTIVITIES	TIME FRAME							INPUTS			
		2005 (months)							PERSONNEL (Man-Days)		EQUIPMENT AND MATERIAL	OTHER
		04	05	06	07	08	09	International	Local			
1	Performance of the last Study group tour (to Hungary)	X X							7	-	-	22 flights to Europe & accommodation for Study Tours
2	Post-Training assessment; Elaboration of development proposals	X X X	X X	X X					23	-	-	-
3	Preparation of Draft Final and Final Report			X X X	X X				17	-	-	
	End of Contract					7 July						
	Local support (Local Project Co-ordinators [Focal Points])								-	-	-	-
								TOTAL	47	-	-	22 flights to Europe & accommodation for Study Tours



This Project is funded
by the European Union

Project:

Capacity Development for Senior Transport Sector Officials



TRACECA Capacity Development Seminar

"Train the Trainers"

on Customs Control and Facilitation at Cross Border Stations

(Small Group - Customs)



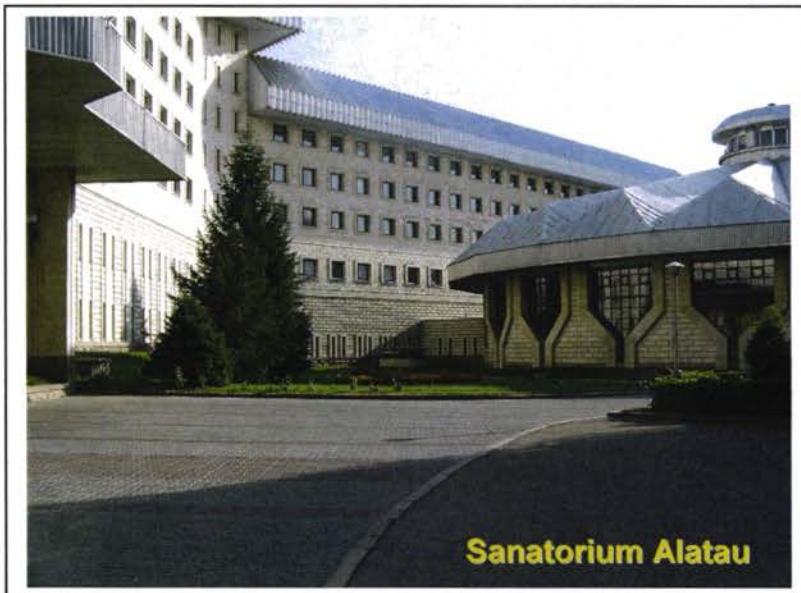
Short Report on Seminar Performance

25-29 October 2004

Almaty (Kazakhstan), Hotel "Sanatorium Alatau"

Content

1. Overview about the Seminar Performance
2. Overview about the Programme
3. Results of Evaluation
4. Annexes
 - 4.1 Programme of Seminar
 - 4.2 Final List of Participants
 - 4.3 Detailed Evaluation



1. Overview about the Seminar Performance

The third seminar for small groups was held in Almaty (Kazakhstan) in the week from 25 till 29 October 2004. Accommodation and training were organised at the Hotel "Sanatorium Alatau", located in a resort in the outskirts of Almaty. The sanatorium was already used for the performance of seminar B-2, a seminar with approx. 100 participants, held in August/ September 2004.

The three star hotel provided excellent conditions for the seminar performance, allowing to perform the capacity development programme at the place of accommodation. The sanatorium is located in a park area and provides good conditions for training and relaxation (swimming pool, etc.) after the official part.

In total 17 senior officials from Customs (or related to customs issues) of 10 TRACECA countries participated in the seminar.

Thus, the following number of persons participated, by countries:

- Three participants from Kazakhstan
- Two participants from Armenia, Moldova, Kyrgyzstan, Tajikistan and Uzbekistan
- One participant from Azerbaijan, Georgia, Turkey and Ukraine

As far as Customs authorities from Bulgaria, Romania and Ukraine did not co-operate with the Project from the beginning of its performance, they did not nominate candidates to the National Secretaries. The National Secretary of Ukraine proposed therefore instead of a representative of the Customs a representative from the Road Hauliers Association of Ukraine, being employed as Senior Trainer for Customs issues at the Road Hauliers' training centre in Kiev, thus meeting the requirements for participation excellently.

Concerning Turkmenistan, senior representatives of the Customs of Turkmenistan participated in the earlier seminars for the A and B-Level. Based on agreement with the Chairman of the Turkmenistan Customs, the project invited in good time two participants from the Customs authorities of Turkmenistan. Unfortunately, the Customs were not able in time to complete the very complicated and time-consuming internal procedures on receiving the necessary exit permission.

The 17 participants of the Seminar on Customs Control and Facilitation at Cross Border Stations represented the following organisations:

- Customs authorities 16 participants

<i>thereof</i>	<i>from Departments for Organisation of Customs control</i>	<i>4 participants</i>
	<i>from Customs Training Centres</i>	<i>3 participants</i>
	<i>from Departments for Staff Development</i>	<i>3 participants</i>
	<i>from local/ regional customs divisions</i>	<i>2 participants</i>
	<i>from Departments for Strategic Development</i>	<i>1 participant</i>
	<i>from other departments</i>	<i>3 participants</i>
•	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 Muratzhan 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 below. The necessary training equipment was provided by the Project on rental base.

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. Mr Gotschlich has more than 30 years of experience in European and international custom regulations and procedures as well as border crossing regulations. During his professional career he held high posts in the German Customs, the German Ministry of Finance, the World Customs organisation (WCO) and Euro-Customs. 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 ice skating and skiing resorts of Medeo and Chymbulak.

2. Overview about the Programme

The seminars of the EU-TRACECA Project "Capacity development for Senior Transport Sector Officials" are intended to make officials of government services (Transport, Railways, Customs, etc) and private circles dealing with transport, trade, business, forwarding or Customs clearance aware of the possibilities to make it easier, more efficient and quicker to pass through Cross Border Stations.

The present specialised Seminar focussed especially on those from Customs Administrations of the TRACECA Region and private associations working in this sector, who are responsible for training activities within the administration or are trainers themselves in customs schools or comparable institutions or work in departments, involved in strategic and corporate development.

The programme included introductory lessons, roundtable discussions and 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 content of the lectures will consist of the description of modern means of facilitation and compliance/ enforcement in customs in order to safeguard the interests of the countries (health, revenue, environment, etc) and at the same time facilitating the crossing of the borders.

Thus, major issues addressed were:

- Customs and the Economy
- Harmonisation of border crossing procedures - General aspects
- International and economic aspects of facilitation and facilitation in practical life
- Modern Customs control tools, like Risk Assessment Systems, Compliance measurement, Role of Intelligence Units

- Balance between Simplifications and Commitment
- International Instruments to fight Fraud, Integrity, Prevention of corruption
- Commercial Fraud Enforcement Techniques,
- Specific Enforcement Techniques
- International Co-operation
- Facilitation and discussion; Resume and scope of possible implementation

The participants received comprehensive material both as paper copy and on CD-ROM to be used for further training and capacity development within the agencies.

3. Results of Evaluation

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. Thus, nobody 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. Nobody 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 of the Seminar with excellent or good, thereof 69-75% rated it with excellent.

The city excursion was assessed by 94% of the participants with excellent and good.

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.

Overview of Evaluation Results

Total of 17 Evaluation Forms		Excellent	Good	Satisfactorily	Unsatisfactorily	Poor	Sum of excellent and good	Sum of unsatisfactorily and poor
Training Sessions								
Customs and the Economy	Georg-Dieter Gotschlich	59%	41%	0%	0%	0%	100%	0%
In General: Harmonisation of Border Crossing Procedures	Georg-Dieter Gotschlich/ Sieglinde Reichenbach	59%	35%	6%	0%	0%	94%	0%
Facilitation: International and Economic Aspects	Sieglinde Reichenbach	65%	24%	12%	0%	0%	88%	0%
Compliance/ Enforcement: Modern Customs Control - Risk Assessment Systems, International Instruments to fight Fraud	Georg-Dieter Gotschlich	71%	29%	0%	0%	0%	100%	0%
Facilitation in Practical Life (integrated in application, legislation)	Sieglinde Reichenbach	53%	41%	6%	0%	0%	94%	0%
Compliance/ Enforcement: Modern Customs Control - Compliance Measurement	Georg-Dieter Gotschlich	59%	35%	6%	0%	0%	94%	0%
Facilitation: Balance between Simplifications and Commitment, International Co-operation	Sieglinde Reichenbach	47%	41%	12%	0%	0%	88%	0%
Commercial Fraud Enforcement Techniques, Integrity	Georg-Dieter Gotschlich	53%	41%	6%	0%	0%	94%	0%
Facilitation: Balance between Simplifications and Commitment, International Co-operation, Prevention of Corruption	Sieglinde Reichenbach	47%	29%	24%	0%	0%	76%	0%
Intelligence Units Tasks/ Specific Enforcement Techniques/ Integrity	Georg-Dieter Gotschlich/ Sieglinde Reichenbach	71%	29%	0%	0%	0%	100%	0%
Specific Enforcement Techniques	Georg-Dieter Gotschlich	53%	35%	12%	0%	0%	88%	0%
Facilitation and Discussion; Resume and Scope of possible Implementation	Georg-Dieter Gotschlich/ Sieglinde Reichenbach	71%	29%	0%	0%	0%	100%	0%
Specific Enforcement Techniques, continuation and discussion	Georg-Dieter Gotschlich	65%	24%	12%	0%	0%	88%	0%
Roundtable/ Final discussion	Georg-Dieter Gotschlich/ Sieglinde Reichenbach	57%	43%	0%	0%	0%	100%	0%

General questions								
Accommodation Sanatorium 'Alatau'		69%	31%	0%	0%	0%	100%	0%
Seminar premises at the Sanatorium 'Alatau'		75%	25%	0%	0%	0%	100%	0%
City tour Almaty		63%	31%	6%	0%	0%	94%	0%
General impression on organisation, logistics and approach		56%	38%	6%	0%	0%	94%	0%
Overall impression		56%	44%	0%	0%	0%	100%	0%
TOTAL OVERVIEW								
Total Answers on Lessons in per cent		70 60%	42 36%	4 3%	0 0%	0 0%	112 96.6%	0 0.0%
Total Answers on General Questions in per cent		51 64%	27 34%	2 3%	0 0%	0 0%	78 97.5%	0 0.0%
Grand total of notes in per cent		121 62%	69 35%	6 3%	0 0%	0 0%	190 96.9%	0 0.0%

The evaluation showed the high acceptance of the approach and content of the seminar. During discussion with the participants it became obvious that these seminars play an important role in twofold direction:

- Transfer of European know-how to the customs agencies, which represent, however, not a homogenous level of knowledge, but have gained in the last decade different level of institutional building and transformation as well as different positive and negative experiences during this process
- Exchange of experiences and networking between the agencies of different countries.

The importance of the second aspect was highlighted by all participants.

The representatives from the Customs authorities from Kazakhstan, Kyrgyzstan, Turkey and Uzbekistan clearly stated in the part of, voluntary, additional suggestions and comments of the Evaluation questionnaire that there is a clear demand for further seminars of similar type and/ or more specialised type.

4. Annexes

4.1 Programme of Seminar

4.2 Final List of Participants

4.3 Detailed Evaluation



Programme Training Level B
Special Seminar on Customs, Almaty, 25.10.-29.10. 2004, Sanatorium Alatau

	MONDAY (October 25)	TUESDAY (October 26)	WEDNESDAY (October 27)	THURSDAY (October 28)	FRIDAY (October 29)
09.30 to 11.00	10.00 - 10.30 Registration	Compliance/ Enforcement: Modern Customs Control - Risk Assessment Systems, International Instruments to fight Fraud	Compliance/ Enforcement: Modern Customs Control - Compliance Measurement	Intelligence Units Tasks Specific Enforcement Techniques	Final Discussion
		Georg-Dieter Gotschlich	Georg-Dieter Gotschlich	Georg-Dieter Gotschlich	Georg-Dieter Gotschlich / Sieglinde Reichenbach
<i>TEA/ COFFEE BREAK</i>					
11.30 to 13.00	11.00 - 13.00 Opening, Introduction to the Programme Customs and the Economy	Facilitation in practical life (integrated in legislation, application)	Facilitation: Balance between Simplifications and Commitment, International Co- operation	Specific Enforcement Techniques	11.00-12.00 Evaluation and closure session
	Georg-Dieter Gotschlich	Sieglinde Reichenbach	Sieglinde Reichenbach	Georg-Dieter Gotschlich	
<i>LUNCH BREAK</i>					
14.00 to 15.30	In General: Harmonisation of Border Crossing Procedures	14.30 Start at the Sanatorium City Excursion Almaty	Commercial Fraud Enforcement Techniques, Integrity	Facilitation and discussion; Resume and scope of possible implementation	Visit of the Customs Training Centre and laboratory, Almaty Customs House (from 13:00)
	Georg-Dieter Gotschlich / Sieglinde Reichenbach		Georg-Dieter Gotschlich	Georg-Dieter Gotschlich / Sieglinde Reichenbach	
<i>TEA/ COFFEE BREAK</i>					
16.00 to 17.30	Facilitation: International and Economic Aspects	City Excursion Almaty	Facilitation: Balance between Simplifications and Commitment, International Co- operation, Prevention of corruption	Specific Enforcement Techniques, continuation and discussion	
	Sieglinde Reichenbach		Sieglinde Reichenbach	Georg-Dieter Gotschlich	

**Participants for Level B,
Specialised Customs Seminar in Almaty, 25.-29.10.2004**

Armenia			
Karyan	Gagik	Customs Committee	Head of Unit for Customs Service Development
Minasyan	Martun	Customs Committee	Head of Department
Azerbaijan			
Dzhafarov	Idris Khalil ogly	Customs Committee	Deputy Head of Customs Training Centre
Bulgaria			
no participation foreseen			
Georgia			
Moshiashvili	Iosef	Customs	Head of Customs Regimes Monitoring Unit
Kazakhstan			
Dzhangozin	Muratzhan Dzhakipbekovich	Customs Agency	Head of Department for Organisation of Customs Regimes
Kairanbaev	Bakyt Agzamovich	Customs Agency	Head of Training Centre
Kamzin	Serik	Customs Agency	Head of Department for Goods Movement Control of Pavlodar District
Kyrgyzstan			
Bayserkeev	Bakhyt Zakirovich	Customs Service	Senior Inspector in Department for Organisation of Customs Control
Raimbekov	Abir Smarovich	Customs Service	Senior Inspector in Department for Organisation of Customs Control
Moldova			
Barbarosie	Anatoly	Customs	Administrative Director for Customs Control
Popov	Alexander	Customs	Head of Customs Office Bricani
Romania			
no participation foreseen			
Tajikistan			
Sharipov	Saidullo Mukhtorovich	Customs Department	Senior Expert in Staff Development and Staff Policy Department
Safarov	Dzhamshed Anvarovich	Customs Department	Head of Department for Staff Development in Dushanbe Customs Branch
Turkey			
Öztürk	Erdem	Undersecretariat of Customs	Senior Expert
Turkmenistan			
no participation due to internal problems of receiving of exit permits for the candidates			
Ukraine			
Naumenko	Vitaliy Petrovich	Association of International Road Forwarders	Trainer
Uzbekistan			
Kamilov	Makhamadamin Makhirzhanovich	Customs Committee	Deputy Head of Department for Staff Management
Mirkamilov	Shukhrat Miramilovich	Customs Committee	Head of Faculty for Customs Questions at the Customs Institute

Detailed Evaluation

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Monday 25 October	1	2	3	4	5
Customs and the Economy	10	7			
<i>Georg-Dieter Gotschlich</i>	59%	41%	0%	0%	0%
<i>Comments:</i>					
Good information about Western European approach	1				
It is necessary to dedicate more attention to the customs controls itself as far as simplification and facilitation are not always giving positive results	1				
Very good knowledge of the lecturer and style of reading	1				
The work of customs could be more efficient if it would be not considered only as a major source of income for the Treasury	1				
17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Monday 25 October	1	2	3	4	5
In General: Harmonisation of Border Crossing Procedures	10	6	1		
<i>Georg-Dieter Gotschlich/ Sieglinde Reichenbach</i>	59%	35%	6%	0%	0%
<i>Comments:</i>					
Very good experience concerning the one stop approach. It will be implemented on two posts in Kyrgyzstan	1				
Harmonisation of border crossing procedures will be a result of efficient work of all involved services	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Monday 25 October	1	2	3	4	5
Facilitation: International and Economic Aspects	11	4	2		
<i>Sieglinde Reichenbach</i>	65%	24%	12%	0%	0%
<i>Comments:</i>					
Good examples have been given	1				
More efforts are required to harmonize customs legislation of member states to WCO requirements	1				
International cooperation of customs is a key issue	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Tuesday 26 October	1	2	3	4	5
Compliance/ Enforcement: Modern Customs Control - Risk Assessment Systems, International Instruments to fight Fraud	12	5			
<i>Georg-Dieter Gotschlich</i>	71%	29%	0%	0%	0%
<i>Comments:</i>					
The organisational structure of our customs does not support implementation of new technologies	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Tuesday 26 October	1	2	3	4	5
Facilitation in Practical Life (integrated in application, legislation)	9	7	1		
<i>Sieglinde Reichenbach</i>	53%	41%	6%	0%	0%
<i>Comments:</i>					
Give more practical examples	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Wednesday 27 October	1	2	3	4	5
Compliance/ Enforcement: Modern Customs Control - Compliance Measurement	10	6	1		
<i>Georg-Dieter Gotschlich</i>	59%	35%	6%	0%	0%
<i>Comments:</i>					
Too quick through the material	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Wednesday 27 October	1	2	3	4	5
Facilitation: Balance between Simplifications and Commitment, International Co-operation	8	7	2		
<i>Sieglinde Reichenbach</i>	47%	41%	12%	0%	0%
<i>Comments:</i>					
Good material but not applicable to our conditions	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Wednesday 27 October	1	2	3	4	5
Commercial Fraud Enforcement Techniques, Integrity	9	7	1		
<i>Georg-Dieter Gotschlich</i>	53%	41%	6%	0%	0%
<i>Comments:</i>					
Too quick through the material	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Wednesday 27 October	1	2	3	4	5
Facilitation: Balance between Simplifications and Commitment, International Co-operation, Prevention of Corruption	8	5	4		
<i>Sieglinde Reichenbach</i>	47%	29%	24%	0%	0%
<i>Comments:</i>					
Contribution from the participants was so well	1				
Too quick through the material	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Thursday 28 October	1	2	3	4	5
Intelligence Units Tasks/ Specific Enforcement Techniques/ Integrity	12	5			
<i>Georg-Dieter Gotschlich/ Sieglinde Reichenbach</i>	71%	29%	0%	0%	0%
<i>Comments:</i>					
The connection between the intelligence units tasks and the risk assessment system was pointed out so well in the lecture	1				
Very good experience in fight against corruption in Germany	1				
More examples necessary	1				
In our customs there are no special intelligence units, sometimes we work with informers, which is quite expensive	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Thursday 28 October	1	2	3	4	5
Specific Enforcement Techniques	9	6	2		
<i>Georg-Dieter Gotschlich</i>	53%	35%	12%	0%	0%
<i>Comments:</i>					
The examples were very good to point out the subject but the details on the specific enforcement techniques were passed through too quickly	1				
More examples necessary	1				
Methods in Europe and CIS are identical	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Thursday 28 October	1	2	3	4	5
Facilitation and Discussion; Resume and Scope of possible Implementation	12	5			
<i>Georg-Dieter Gotschlich/ Sieglinde Reichenbach</i>	71%	29%	0%	0%	0%
<i>Comments:</i>					
The idea about the facilitation and the role of customs were exactly pointed out. It was in line with the report presented in August 2003 in Issyk-Kul (Kyrgyzstan)	1				
Very good translation	1				

17 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Thursday 28 October	1	2	3	4	5
Specific Enforcement Techniques, continuation and discussion	11	4	2		
<i>Georg-Dieter Gotschlich</i>	65%	24%	12%	0%	0%
<i>Comments:</i>					
It would be interesting to see the organisational structure of a unit for enforcement and fight against fraud	1				
Methods in Europe and CIS are identical	1				

14 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
Friday 29 October	1	2	3	4	5
Roundtable/ Final discussion	8	6			
<i>Georg-Dieter Gotschlich/ Sieglinde Reichenbach</i>	57%	43%	0%	0%	0%
<i>Comments:</i>					
All the received material is very useful, further exchange of information is required	1				
More examples of organisational structures of European or Asian customs necessary	1				
I think the European model of work of customs is efficient and I will try to support its stepwise implementation	1				

16 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
	1	2	3	4	5
General Remarks					
Accommodation Sanatorium 'Alatau'	11 69%	5 31%	0%	0%	0%
<i>Comments:</i>					
I liked the organisation and coordination choosing a place like the sanatorium where you could not only spent the time in a silent place but also staying at a place with a lake and a pool.	1				
Service on high level	1				
Everything on high level, thanks to the organisation team	1				
Conditions were well, good service, good food. Thank you	1				
Very well conditions for seminar	1				
Excellent conditions	1				
Good conditions, felt myself very comfortable	1				

16 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
	1	2	3	4	5
General Remarks					
Seminar premises at the Sanatorium 'Alatau'	12 75%	4 25%	0%	0%	0%
<i>Comments:</i>					
For the organisation transportation to the city is sometimes a problem	1				
Everything uncommonly	1				
Conditions for the seminar were good. Everything in one place was very convenient. Thank you	1				
Very well conditions	1				
Everything on top level	1				
Thanks to Mr Prescha for excellent organisation	1				

16 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
General Remarks	1	2	3	4	5
City tour Almaty	10	5	1		
	63%	31%	6%	0%	0%
<i>Comments:</i>					
Quite well	1				
Thank you, opportunity was given to meet in nonofficial conditions which has positive impact on following seminar days	1				
Nice trip, good relaxation	1				
Good organisation, interesting trip to Medeo	1				
Very good excursion	1				
Excellent organisation	1				

16 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
General Remarks	1	2	3	4	5
General impression on organisation, logistics and approach	9	6	1		
	56%	38%	6%	0%	0%
<i>Comments:</i>					
The general organisation was so good, everything very well co-ordinated. And the logistics as well. Because of those seminars, customs do not only learn new techniques, but come together with neighbours from other TRACECA-countries, allowing to facilitate processes in the whole region	1				
It is necessary to present in the beginning the real situation of customs in Europe in order to improve understanding of the following material	1				
Special thanks to the responsible for the Project, Mr Prescha	1				
Very well organised, good approach for training. Thanks	1				
Give more practical examples	1				
It would be useful to include visits to customs authorities and posts in the host country	1				

16 Answers suitable for analysis	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor
	1	2	3	4	5
General Remarks					
Overall impression	9 56%	7 44%	0 0%	0 0%	0 0%
<i>Comments:</i>					
Quite well	1				
Seminar was organised on top level. Excellent service, incl. transport services	1				
One could feel the high experience of the organisation team	1				
Very well, professional approach and high knowledge	1				
Seminar was organised on high level. Want to thank the organisation team and the lecturers with very high experience in customs area.	1				
I want to have more such seminars. I liked it very much.	1				
Received a lot of information from lecturers and colleagues	1				
Give more practical examples and information about organisational structures of European customs	1				
Thank you to Mr F Prescha from the Kyrgyz customs	1				
Fruitful for all of us	1				

General comments and proposals

Choosing a place more close to the city	1	TURKEY
Include visits to Customs posts and offices on site	3	KYRGYZSTAN, MOLDOVA, ANONYMOUS
It is proposed to start the seminars always with self-introduction of the participants	1	UZBEKISTAN
Practical training on site required	1	ARMENIA
Give more practical examples and information about organisational structures of European customs	1	KYRGYZSTAN

Proposals for further work

It is necessary to organise those seminars in the future again in order to further facilitate processes and procedures within the region	3	TURKEY, 2x KAZAKHSTAN
For the customs it is necessary in detail to study the requirements of the Kyoto convention in order to find out areas of variance to the requirements and to define need for adjustment of customs legislation	1	UKRAINE
More seminars of train the trainer type	1	KYRGYZSTAN
More work should be done on harmonisation of customs law within the region	1	KYRGYZSTAN
Prepare special seminar on issues how to improve CIS customs law as far it is still a long way to European standards	1	KAZAKHSTAN
Improvement of contacts between customs training centres in the region and with similar organisations in EU	1	UZBEKISTAN
It is necessary to organise special seminars for lecturers and professors of customs institutes and academies	1	UZBEKISTAN
It is necessary to have some database about present customs legislation and tendencies of development	1	GEORGIA



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by the European Union



Project:
Capacity Development for Senior Transport Sector Officials

**TRACECA Capacity Development Seminar
on Ports and Maritime Issues**
(Small Group - Ports)



***Short Report on
Seminar Performance***

15-19 November 2004
Baku (Azerbaijan)
Ministry of Transport of the Republic of Azerbaijan

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Mr Akif Mustafayev

Mr Musa Panakhov

1 Overview about the Seminar Performance

The fourth and ultimate seminar for small groups was held in Baku (Azerbaijan) in the week from 15 till 19 November 2004. The capacity development seminar 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. In the same hall the International Conference on "Expansion of transport relations between Caspian basin countries and neighbouring states", organised by the EU for transport and energy sector representatives took place in the days preceding the seminar. 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. The hotel promised to have three-star level, what by far was not the case. Catering was on sufficient level but quality of the rooms and the services was rather low.

It has to be mentioned that initially another hotel of much higher quality (at similar price level) was booked, but the reservation was cancelled by the hotel management a few days before the start of the seminar for unknown reasons. However, considering the state of hotel services in Baku, there were no better options within the possible budget limits (Hotels of similar service level as offered to the seminar participants e.g. in Tashkent, with a sufficient number of rooms to accommodate the participants, trainers and the organisation team cost at least USD 250 per day and single room, without dinner).

In total 18 senior officials plus one additional participant from Sea ports of the Caspian and Black Sea (incl. Marmora Sea) region as well as respective state maritime administrations from 8 maritime TRACECA countries participated in the seminar. Thus, the land-locked TRACECA countries Armenia, Kyrgyzstan, Moldova, Tajikistan and Uzbekistan were not invited to participate.

The following number of persons participated, by countries:

- Three participants plus one additional participant from Azerbaijan
- Three participants from Bulgaria, Georgia and Kazakhstan
- Two participants from Turkmenistan and Ukraine
- One participant from Romania and Turkey

The participant directly represented the following sea ports: Aktau (Kazakhstan), Baku (Azerbaijan), Batumi (Georgia), Burgas (Bulgaria), Constanta (Romania), Derince (Turkey), Odessa-Ilyichevsk (Ukraine), Poti (Georgia) and Turkmenbashi (Turkmenistan).

The 18 plus one participants of the Seminar on Ports and Maritime issues 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 Ministry of Transport of Azerbaijan, the National Secretary TRACECA for 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 assisted by the Capacity Development Project Team represented by Mr Harrie de Leijer, Project Director and Mr Frank Prescha, Expert for Manpower Development and Team Leader Central Asia.

The seminar was organised according to the training programme as outlined in the respective chapter below. The necessary training equipment was provided by the Project on rental base.

The first three days of the training were performed by Mr Cas van der Baan, Senior Trainer on port management and port development. Mr. van der Baan is an expert from the Rotterdam Shipping and Transport College, with many years of experience, in port reform issues and port operations and management issues, amongst others in the TRACECA countries.

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). Mr van Unnik is highly experienced in port security due to his former post of the Chief of the Sea Port Police in the Port of Rotterdam.

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.

2 Overview about the Programme

The present specialised Seminar focussed especially Trade and Transport facilitation in Ports and Terminals and its interference with increased worldwide demand for implementation of port security measures caused by the growing threat of terrorist attacks and the need to prevent and fight with it.

The programme included introductory lessons, roundtable discussions and sessions dedicated to discussion and solution finding for problems mentioned by individual ports/ 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.

Thus, major issues addressed were:

- Trade and transport facilitation issues in ports and terminals and trade facilitation vs. security
- Control and inspection in ports
- EU policies and rules on port management and state control in ports
- New technological solutions for port inspections, security and efficiency improvements
- Port management and operations
- Port privatisation and Port Privatisation Toolkit of the World bank
- Logistics and multimodal transport in the port industry

- New developments in the port environment with regards to safety and security: Introduction to the ISPS code and international guidelines, implementation and responsibilities for port security, best practice

One of the highlight 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. Material concerning the MLA was provided and included in the CD with the seminar materials.

The participants received comprehensive material both as paper copy and on CD-ROM to be used for further work within their ports and agencies.

3 Results of Evaluation

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, nobody 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. Thus, also nobody of the participants rated the seminar with 'satisfactorily' or lower.
- The individual sessions of the Seminar were assessed by 94-100% of the participants with excellent and good. Nobody 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.
- The highest acceptance level showed the lesson on new developments in the port environment with regards to safety and security by Mr Henk van Unnik (with 100% excellent and good, thereof 61% excellent) and the two lessons on the Port Privatisation Toolkit by Mr Cas van der Baan (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 co-operation of the Ministry in all issues of preparation and performance of the seminar.

The visit of the International Sea Port of Baku was assessed by 81% of the participants with excellent and good; one participant rated the visit as 'poor'. Looking on the comment given by this participant in his questionnaire, he was unsatisfied by the situation found in the port but not by the organisation of the visit by the seminar team and the port management. It has to be noted that major parts of the port, especially the general cargo terminals are under construction with very low or no activity at the moment, limiting, thus optical impression of the site visit.

The city excursion was assessed by 93% of the participants with excellent and good, only one participant rated the tour as 'unsatisfactorily' claiming that the time allocated for the tour was too short.

As already stated in the previous chapter hotel accommodation was the major problem of the present seminar. Therefore, the results of the assessment were not unexpectedly: Only 21% assessed the hotel accommodation with good but 43% with 'unsatisfactory' and 'poor'. However, the participants assessing the hotel poorly, made a clear distinction between the good level of catering, which was positively assessed in written comments made in the evaluation list, and the poor room and overall service level. This assessment can be proved by the Project Team being also accommodated in the same place as the participants. However, 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 this time.

In total 350 individual evaluation notes were given by the participants, of them 206 excellent, 124 good and only 12 satisfactorily. The three 'poor' notes were given to the hotel accommodation.

For the seminar session the picture was the following: In total 253 individual evaluation notes were given by the participants, of them 140 excellent, 108 good and only 5 satisfactorily. Nobody of the participants answered on any question concerning the seminar sessions with unsatisfactorily or poor.

Overview of Evaluation Results

Total of 18 Evaluation Forms		Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	<i>Sum of excellent and good</i>	<i>Sum of unsatisfactorily and poor</i>
Lessons								
Overview of (port) related organisations and responsibilities, focus on inspection and control	Cas van der Baan	50%	50%	0%	0%	0%	100%	0%
EU policies and rules	Cas van der Baan	41%	59%	0%	0%	0%	100%	0%
Technological solutions for port inspections, security and efficiency improvements	Cas van der Baan	56%	44%	0%	0%	0%	100%	0%
TRACECA Multilateral Agreement, Results and Problems of Implementation. Outlook for the future.	Ludmilla Trenkova, General Secretary IGC TRACECA	65%	29%	6%	0%	0%	94%	0%
Hinterland transportation and Multimodal transport	Cas van der Baan	53%	47%	0%	0%	0%	100%	0%
Dangerous cargoes	Cas van der Baan	47%	47%	6%	0%	0%	94%	0%
Port Privatisation Toolkit, Part 1	Cas van der Baan	61%	39%	0%	0%	0%	100%	0%
Port Privatisation Toolkit, Part 2	Cas van der Baan	61%	39%	0%	0%	0%	100%	0%
New developments in the port environment with regards to safety and security	Henk van Unnik	65%	35%	0%	0%	0%	100%	0%
Introduction to the ISPS code and international guidelines	Henk van Unnik	71%	24%	6%	0%	0%	94%	0%
Gathering and selection information for implementing port security	Henk van Unnik	50%	44%	6%	0%	0%	94%	0%
Relations and responsibilities of different authorities involved	Henk van Unnik	47%	47%	6%	0%	0%	94%	0%
Best practices	Henk van Unnik	59%	41%	0%	0%	0%	100%	0%

General questions								
Accommodation Hotel 'Azerbaijan'		0%	21%	36%	29%	14%	21%	43%
Seminar premises at the Ministry of Transport of the Republic of Azerbaijan		100%	0%	0%	0%	0%	100%	0%
Visit of International Sea Port of Baku		44%	38%	13%	0%	6%	81%	6%
City tour Baku		80%	13%	0%	7%	0%	93%	7%
General impression on organisation, logistics and approach		83%	17%	0%	0%	0%	100%	0%
Overall impression		88%	12%	0%	0%	0%	100%	0%
TOTAL OVERVIEW								
Total Answers on Lessons		140	108	5	0	0	248	0
in per cent		55%	43%	2%	0%	0%	98.0%	0.0%
Total Answers on General Questions		66	16	7	5	3	82	8
in per cent		68%	16%	7%	5%	3%	84.5%	8.2%
Grand total of notes		206	124	12	5	3	330	8
in per cent		59%	35%	3%	1%	1%	94.3%	2.3%

The evaluation showed the high acceptance of the approach and content of the seminar. During discussion with the participants it became obvious that these seminars play an important role in twofold direction:

- Transfer of European know-how concerning port management and port safety to the individual ports and concerned maritime agencies, which represent, however, not a homogenous level of knowledge and experience, but have gained in the last decade different level of institutional building and transformation as well as different positive and negative experiences during this process, especially Bulgarian Sea ports have already reached a very high level concerning requirements of port safety.
- Exchange of experiences and networking between the agencies of different countries.

The importance of the second aspect was highlighted by all participants.

Representatives from ports and maritime authorities from Azerbaijan, Bulgaria, Georgia, Ukraine and Turkmenistan clearly stated in the part of, voluntary, additional suggestions and comments of the Evaluation questionnaire that there is a clear demand for further seminars of similar and/ or more specialised type. The following specific ideas for themes of specialised seminars were mentioned: practical implementation of ISPS code in regional sea ports, training of people directly responsible for safety of facilities and ships in sea ports and shipping lines, steps towards port privatisation and gained experiences in this respect, new technical developments in port equipment and cargo handling.

Another interesting proposal was made by the representatives of the Kazakh port Aktau proposing to the Permanent Secretary TRACECA to maintain permanently updated information on transport performance and cargo flows along the TRACECA corridor and through its major hubs, including available capacities and their utilisation.

4 Annexes

- 4.1 Programme of Seminar**
- 4.2 Final List of Participants**
- 4.3 Detailed Evaluation**



Programme Training Level B

Special Seminar on Ports and Maritime Issues, Baku, 15-19.11. 2004

	MONDAY (November 15)	TUESDAY (November 16)	WEDNESDAY (November 17)	THURSDAY (November 18)	FRIDAY (November 19)
	<i>Ministry of Transport</i>	<i>Ministry of Transport</i>	<i>Ministry of Transport</i>	<i>Ministry of Transport</i>	<i>Ministry of Transport</i>
09.30 to 11.00	10.30 - 11.00 Registration	Technological solutions for port inspections, security and efficiency improvements	Hinterland transportation and multimodal transport	New developments in the port environment with regards to safety and security	Best practices
		Cas van der Baan	Cas van der Baan	Henk van Unnik	Henk van Unnik
TEA/ COFFEE BREAK					
11.30 to 13.00	11.00 - 13.00 Opening, Introduction to the Programme Port, Maritime and Shipping	TRACECA Multilateral Agreement, Results and Problems of Implementation. Outlook for the future.	Dangerous cargoes	Introduction to the ISPS Code and international guidelines	Implementation guidelines 1
	Harrie de Leijer/ Frank Prescha	Ludmilla Trenkova, General Secretary IGC TRACECA	Cas van der Baan	Henk van Unnik	Henk van Unnik
LUNCH BREAK					
14.00 to 15.30	Overview of port (related) organisations and responsibilities, focus on inspection and control	Visit of Port of Baku	Port Privatisation Toolkit 1	Gathering and selecting information for implementing port security	Implementation guidelines 2
	Cas van der Baan		Cas van der Baan	Henk van Unnik	Henk van Unnik
TEA/ COFFEE BREAK					
16.00 to 17.30	EU policies and rules	City Excursion Baku	Port Privatisation Toolkit 2	Relations and responsibilities of different authorities involved	Evaluation and closure session
	Cas van der Baan		Cas van der Baan	Henk van Unnik	Harrie de Leijer/ Frank Prescha

Participants for Level B,
Specialised Seminar on Ports and Maritime Issues, Baku, 15.-19.11.2004

Azerbaijan			
Amiraslanov	Vakhid Islam ogly	Baku Sea Port	Assistant to the CEO, responsible for safety and labour safety
Farzaliev	Adalat Shakhbaz ogly	Ministry of Transport	Chief advisor in Department for safety and emergency situations
Mamedov	Nazim Tapdyg ogly	Caspian Shipping Company	Coordinator of international programmes within International Relations Department
Imanov	Azer	Ministry of Transport <i>(GUEST)</i>	Senior Advisor in Department of Transport Policy and Economy
Bulgaria			
Datsova-Pavlova	Mariela	Transkomplekt EAD	Managing Director
Donev	Kosta	Research Institute of Shipping	Manager
Sotirov	Pavel	Port of Burgas	Head of Co-ordination Department
Georgia			
Bejanidze	Ramaz	Port of Batumi	Head of Technical Division
Khomeriki	George	Port of Batumi	Head of Marketing Division
Marshania	Vakhtang	Port of Poti	Advisor of the Director General
Kazakhstan			
Barchan	Vitali Viktorovich	Ministry of Transport and Communications	Deputy Head of Division of Department for Water Transport
Kutpanbaev	Dauren Bakitzhanuly	Port of Aktau	Head of Department for Corporative Development
Shoibekov	Daniyar	Port of Aktau	Head of Group for work with contracts
Romania			
Niculescu	Daniel	National Company Maritime Ports Administration Constanta S.A.	Port Administrator, Port Domains and Infrastructure Department
Turkey			
Yavuz	Bekir	General Directorate of Turkish State Railways	Operation Manager, Port of Derice
Turkmenistan			
Bayramov	Orazmukhamed Khadzhimeredovich	Port of Turkmenbashi	Senior Engineer-Dispatcher
Nazarov	Yazgeldy Rakhimovich	Port of Turkmenbashi	Senior Expert of Loading Department
Ukraine			
Knak	Sergiy	Port of Ilyichevsk	Head of cargo and commercial work service
Skvortsov	Gennadiy	Sea Safety Agency	Director

Annex 4.3

Detailed Evaluation

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Monday 15 November Overview of (port) related organisations and responsibilities, focus on inspection and control <i>Cas van der Baan</i>	9 50%	9 50%	0% 0%	0% 0%	0% 0%
<i>Comments:</i> Interesting and actual issues	1				
Good material	1				
No innovative solution, too general, some problems with translation	1				
Material was well explained, it would be interesting to get additional practical information	1				
17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Monday 15 November EU policies and rules <i>Cas van der Baan</i>	7 41%	10 59%	0% 0%	0% 0%	0% 0%
<i>Comments:</i> Received new information about policy and rules of EU	2				
Quite interesting	1				
It is necessary to speed up the process of implementation of EU rules, advanced technologies, multimodal transport in MLA states in order to integrate into international transport chains	1				

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Tuesday 16 November Technological solutions for port inspections, security and efficiency improvements <i>Cas van der Baan</i>	10 56%	8 44%	0 0%	0 0%	0 0%
<i>Comments:</i> There are several unsolved problems concerning safety	1				
Interesting issue	1				
Training material was on good level, increase of safety in TRACECA ports is necessary	1				
Well-sounded presentation, participate in TRACECA corridor development facilitates general development of participating countries. There is a sufficient potential for this development	1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Tuesday 16 November TRACECA Multilateral Agreement, Results and Problems of Implementation. Outlook for the future. <i>Ludmilla Trenkova, General Secretary IGC TRACECA</i>	11 65%	5 29%	1 6%	0 0%	0 0%
<i>Comments:</i> Interesting, received new information	1				
The question of lacking reliable statistic data about TRACECA was discussed	1				
Received very actual information. Received interesting material	1				
General information, lack of information about cargo flows along the corridor. Lack of integration of the shippers in the concept	1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<p>Wednesday 17 November</p> <p>Hinterland transportation and Multimodal transport</p> <p><i>Cas van der Baan</i></p> <p><i>Comments:</i></p> <p>Interesting issue, received good material</p> <p>Material presented on high level. The future of the ports is connected to multimodal operation. Hoping that improvement of conditions for multimodal transport will attract more cargo to the TRACECA ports</p>	<p>9 53%</p> <p>1</p> <p>1</p>	<p>8 47%</p>	<p>0%</p>	<p>0%</p>	<p>0%</p>

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<p>Wednesday 17 November</p> <p>Dangerous cargoes</p> <p><i>Cas van der Baan</i></p> <p><i>Comments:</i></p> <p>Important issue, but no new information</p> <p>The issue is very interesting and actual but due to short time available; it was not possible to go in good detail. For further courses it is necessary to plan more time for this issue</p>	<p>8 47%</p> <p>1</p> <p>1</p>	<p>8 47%</p>	<p>1 6%</p>	<p>0%</p>	<p>0%</p>

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Wednesday 17 November Port Privatisation Toolkit, Part 1 <i>Cas van der Baan</i>	11 61%	7 39%	0% 0%	0%	0%
<i>Comments:</i> Very interesting information which could be used for the restructuring of the Ukrainian Seaports Received lot of information on rules and principles of port privatisation Actual issue, got my questions answered Very interesting subject, it is necessary to check implementation for each special case separately. Monopolisation hampering private sector development should not be allowed. Privatisation shall be accompanied with establishment of necessary legal acts.	1 1 1 1				

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Wednesday 17 November Port Privatisation Toolkit, Part 2 <i>Cas van der Baan</i>	11 61%	7 39%	0% 0%	0%	0%
<i>Comments:</i> Very interesting information which could be used for the restructuring of the Ukrainian Seaports Actual issue, got my questions answered	1 1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<p>Thursday 18 November</p> <p>New developments in the port environment with regards to safety and security</p> <p><i>Henk van Unnik</i></p> <p><i>Comments:</i> Important problem, good material Interesting subject requiring more detailed analysis in the future. Considering the limited time with the seminar it was nearly impossible to go in sufficient detail.</p>	11 65%	6 35%	0 0%	0 0%	0 0%
	1				
	1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<p>Thursday 18 November</p> <p>Introduction to the ISPS code and international guidelines</p> <p><i>Henk van Unnik</i></p> <p><i>Comments:</i> The ISPS code is very new for us, therefore en-detail presentation is necessary The addition to SOLAS convention is quite difficult to understand, presentation gave not enough details Very interesting but in practice Georgian seaports have to solve other priority task ensuring functioning of the ports Very actual subject. Especially for the ports in the Caspian region certain investment is required in order to meet the requirements.</p>	12 71%	4 24%	1 6%	0 0%	0 0%
	1				
	1				
	1				
	1				

16 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Thursday 18 November					
Gathering and selection information for implementing port security <i>Henk van Unnik</i>	8 50%	7 44%	1 6%	0%	0%
<i>Comments:</i> Very interesting subject, but it seems impossible to implement by own expertise without support from EU exerts.	1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Thursday 18 November					
Relations and responsibilities of different authorities involved <i>Henk van Unnik</i>	8 47%	8 47%	1 6%	0%	0%
<i>Comments:</i> Not sufficient information about legal relations Good explanation Well presented material, even there are a few not understandings in specific questions.	1 1 1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Friday 19 November Best practices <i>Henk van Unnik</i>	10 59%	7 41%	0%	0%	0%
<i>Comments:</i> Received lot of useful information about port of Rotterdam Get good information about implementation of ISPS Well prepared material. Sufficiently prepared material. This material should be presented directly to those people, responsible for safety of facilities in the ports.	1 1 1 1				

16 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Friday 19 November Implementation guidelines 1 <i>Henk van Unnik</i>	7 44%	9 56%	0%	0%	0%
<i>Comments:</i> Received good material Interesting material. For the future I think it is necessary to make more en-detail training on this issue in order to be able to implement it bin practice. It is possible that Azerbaijan will soon join these international maritime organisations and their rules.	1 1				

13 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
Friday 19 November Implementation guidelines 2 <i>Henk van Unnik</i> <i>Comments:</i> Very interesting material. Need more time for this specific issue. Seems necessary to have a separate seminar on this issue combined with a visit of a port which has already implemented the requirements	8 62%	5 38%	0%	0%	0%
	1				

14 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<i>General Remarks</i> Accommodation Hotel 'Azerbaijan'	0%	3 21%	5 36%	4 29%	2 14%
<i>Comments:</i> Poor room cleaning, no international communication, badly working elevator	1				
Big rooms but poorly cleaned, catering was good	1				
Food was good, but rooms were always dirty	1				
Surely a five star hotel would be better, but, however, the hotel Azerbaijan would be acceptable if the elevators would have been better worked.	1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<i>General Remarks</i> Seminar premises at the Ministry of Transport of the Republic of Azerbaijan	17 100%	0%	0%	0%	0%
<i>Comments:</i> Everything accurate organised, all details well prepared, not any problems	1				
Perfect!	1				
Excellent organisation, organisation team always did everything to assist where necessary.	1				
Seminar on very high level, all participants were satisfied as I learnt from talks	1				
I was glad to participate in such seminar	1				
Everything on top level, thanks to MoT and organisation team	1				

16 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<i>General Remarks</i> Visit of International Sea Port of Baku	7 44%	6 38%	2 13%	0%	1 6%
<i>Comments:</i> Very interesting	1				
Good visit	1				
Perfect!	1				
Viewed everything, questions were answered	1				
Reconstruction of the port is required	1				
As far as due to reconstruction the port does not really perform at the moment, it would be more interesting to visit Aktau or Turkmenbashi ports	1				

15 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<i>General Remarks</i> City tour Baku	12 80%	2 13%	0%	1 7%	0%
<i>Comments:</i> The time wasn't enough	2				
Great impressions	1				
Well organised	1				
Very interesting, learnt a lot about history	1				
I was impressed by the city	1				
Did not know earlier that Baku is such a big, nice and ancient city	1				

16 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<i>General Remarks</i> General impression on organisation, logistics and approach	15 83%	3 17%	0%	0%	0%
<i>Comments:</i> Seminar was very interesting and provided lot of useful information for further work	1				
Good organisation, well presented issues, no problems	1				
Very good	2				
Very successful form and approach. Was a pleasure to participate	1				
Good organisation, approach good	1				
Seminar was on high level, excellently prepared by organisation team	1				
Organisation and approach were sufficient and in line with the agenda. However, it would be interesting also to have more information on commercialisation of ports and shipping lines	1				

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5
<i>General Remarks</i>					
Overall impression	15 88%	2 12%	0%	0%	0%
<i>Comments:</i>					
Everything very good	2				
Enjoyed meeting colleagues and exchanging experience	1				
Very useful. Received information and changed experience with other ports	1				
Very well general organisation	1				
Top level	1				
Very good impressions, learnt a lot , would be nice to have also a similar seminar in our home town Turkmenbashi	1				

General comments and proposals

Thank you for invitation and organisation from the port of Batumi

1 GEORGIA

It would be useful to have in addition to the Western European experts also experts from Black or Caspian Sea Ports as lecturers

1 GEORGIA

Questions of dangerous cargo handling in seaports shall be in more detail handled

1 AZERBAIJAN

Proposals for further work

For the port experts visit of Port of Rotterdam would be essential

1 TURKEY

There is an urgent need for organisation of a seminar on port privatisation for the top management of the bodies regulating maritime transport sector, the sea ports and Ukrainian shipping lines

1 UKRAINE

Similar seminars should be more often organised

9 2 x AZERBAIJAN,
ANONYMOUS,
2 x BULGARIA,
2 x GEORGIA,
2 x TURKMENISTAN

Groups for seminars shall be organised only for people with similar professional background

1 AZERBAIJAN

In the future, one similar seminar could be done in Bulgaria

1 BULGARIA

Study tours to other ports out of the region and inside are necessary

1 AZERBAIJAN

There should be seminars also for groups of port technicians/ stevedoring companies

1 GEORGIA

Special seminars/ actions necessary for implementation of ISPS code in Caspian Sea ports (and probably also in Black Sea ports)

1 AZERBAIJAN

Special seminar for people responsible for safety of facilities and ships in sea ports and shipping lines on implementation of ISPS code and best practice

1 AZERBAIJAN



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by the European Union



TRACECA Capacity Development for Senior Transport Sector Officials Study Tour for Senior Port Managers, UK

January 2005

Final Report and Evaluation



1. Introduction

This report summarises and evaluates the arrangements for the Study Tour in the UK for senior staff from 6 Countries involved in the TRACECA Capacity Development for Senior Transport Officials Project funded by the EU which was organised by PTRC Education and Research Services on behalf of the Consortium led by NEA in January 2005

2. PTRC Education and Research Services

PTRC (Planning and Transport Research and Computation) is the leading transport training organisation in Europe. It is an independent, international education and training organisation based in London but operates worldwide. For the past 20 years it has been concerned with the design, organisation and implementation of mid-career training programmes on a wide range of transport issues covering all modes of transport.

3. Objectives of the Programme

The Study Programme was designed to enable participants to gain first hand experience of modern methods of port management and maritime transport, financing and operations as practised at different ports and other terminal operators in the UK and to contrast their different approaches so as to gain guidance on best practise and transferable techniques. From the knowledge gained the participants would be able to synthesise the different approaches and discuss the strategy for the future development of ports and shipping in their own country.

The explicit objectives of the Study Programme were to improve the knowledge and understanding of modern port management techniques including

- Strategic planning and management
- Port management techniques
- Port ownership and privatisation
- Port financing experiences and methods
- Finance and costing
- Ferry and passenger operations
- Customs and documentation
- Containerisation
- Marketing and sales techniques
- Human resource management
- Change management
- Seaborne trade facilitation

4. Format of the Programme

The duration of the visit was 10 days/ 11 nights and comprised a tailor made programme of briefing sessions, technical visits, lectures and presentations and spanning 7 working days and held at a range of locations in the UK.

5. Programme for the Study Tour

As the duration of the Study Tour was very short it was vitally important to ensure that all the visits were relevant to the needs of the participants and that the ports and other visits selected were carefully matched to their needs. The host organisations selected were therefore those which were considered to be most appropriate to their interests. The ports selected demonstrated the different models of ownership which has evolved in the UK over the years – from state ownership, private, local authority etc. Delegates were able to hear about the effects of this transformation and the advantages and disadvantages of different ownership structures.

A copy of the programme is given below

Day	Programme and Location	Topics to be covered
Wednesday 19 January	Arrival and escort to hotel "Blakemore Hotel", 30 Leinster Gardens, London, W2 3AN	
Thursday 20 January 1000 - 1300 hours	Welcome and update on the Capacity Development Project, Harrie de Leijer, NEA Introduction to the Study Tour Programme and Objectives, Andy Costain, PTRC	
1300 hours	Lunch	
1400 - 1600 hours	Introduction to UK Ports "The Transformation" Richard Bridges, Study Tour Leader	The Port Reform and Change Process, Ownership and Types of Ports
Friday 21 January 1000 hours	UK port organisation Aidan Duffy and David Whitehead British Ports Authority	Policy, privatisation, and management Port privatisation & Operations Strategic planning, Sales & Marketing, Change Management
Saturday 22 January	Study tour of London Docklands Dr Andy Costain	Re-development and Commercialisation of Docklands
Sunday 23 January	Weekend	
Monday 24 January 1130 - 1330 hours	Visit to Tilbury Container Services. Site visit and presentations Radostin Popov, Business Development Manager	Overview of market, services, etc. Discussion and questions – operations, planning and development Tour of the operations department Site tour
Tuesday 25 January 1030 – 1230 hours	Visit to Port of Felixstowe, Owned by Hutchison Whampas. The largest UK container port and the first private port in the UK	Port operations Container handling Privatisation commercialisation Strategic planning Finance and costing
1430 - 1630 hours	Maritime Cargo Processing (MCP) the best example of a port community system in the UK	Port Community issues Organisation, Ownership Activities, Developments
Wednesday 26 January 1000 – 1200 hours	Visit to Thames port Semi automatic container port	Container operations Terminal layout, organisation
1400 – 1630 hours	Visit to Sheerness port, Mr Des Crampton, Port Operations Director. Important port for specialised cargo- cars, refrigerated goods timber, fruit	Port operations Cargo handling Seaborne trade Marketing and sales techniques
Thursday 27 January 1000-1200 hours	Visit to Southampton Cargo Handling Company - a worker owned company stemming from labour reform process Derek Burke, Director	Development of cargo handling company
1430 hours	Visit to Portsmouth Commercial Docks, owned and operated by Portsmouth City Council (a Municipal Port) Martin Putman, Port Manager	Ferries, Roll On / Roll Off, General Cargo Local authority ownership
Friday 28 January 1000 hours	Feedback session and award of certificates Richard Bridges and Dr Andy Costain Lunch	
1500 - 1700 hours	Visit to International Maritime Organisation W Szulczynski, Head CIS/ East Europe Section, Technical Cooperation Unit.	Role of the IMO, International maritime conventions, role of IMO in Central Asia and Eastern Europe.

6. Participants

The following participants were booked to take part but at the last minute other commitments prevented the 2 delegates from Georgia from attending. The total number on the tour was therefore 9 plus the interpreter. From an intellectual standpoint this was an ideal number as it meant that the group was not too large and could be transported easily and have more intimate discussions with host organisations.

The participants were of a very high calibre, well selected, and with a strong interest in all the subjects. They were lively and participative, asking many questions and engaging in debate about different aspects.

The list of booked delegates is given below.

Azerbaijan			
Mustafayev	Akif Atam ogly	IGC TRACECA	National Secretary
Mamedov	Nazim Tapdyg ogly	Caspian Shipping Company	Coordinator of international programmes within International Relations Department
Bulgaria			
Papazov	Danail	Port of Varna	Managing Director
Georgia (not attending by last minute cancellation)			
<i>Beridze</i>	<i>Revaz</i>	<i>Maritime Transport Administration</i>	<i>Deputy Chairman</i>
<i>Marshania</i>	<i>Vakhtang</i>	<i>Port of Poti</i>	<i>Advisor of the Director General</i>
Kazakhstan			
Kutpanbaev	Dauren Bakitzhanuly	Port of Aktau	Head of Marketing Department
Turkey			
Arslan	Ahmet	Under-secretariat for Marine Affairs	Deputy General Director for Maritime Affairs
Özcan	Hayati	Turkish Railways ¹	Marketing manager of port development
Turkmenistan			
Ataev	Nazmurad Nedzhipovich	Port of Turkmenbashi	Director
Berkeliev	Serdar Amandurdyevich	Cabinet of Ministers	Transport & Communication Department, Advisor
Ukraine			
Kuzmenko	Antonina	Ministry of Transport	Deputy Head of Transport Systems Development Department

The study Tour was accompanied through out by an interpreter, Mrs Tanya Delmotte, appointed by NEA. Her good understanding of the subject and language proficiency enabled participants to understand and communicate.

¹ In Turkey the Turkish Railways the small and medium-sized state-owned ports are under the subordination of the Turkish Railways (TCDD).

7. Training Materials

The participants received a full set of training and other materials that will include

- A fully documented programme and briefing notes on each organisation
- Lecture notes and copies of slides from lectures and presentations made during the visits
- Brochures and documentation from organisations hosting the Technical Visits
- Copies of Annual reports
- Copies of regulations, policy documents and statutory documents

8. Organisational Approach

To ensure that the participants were well briefed PTRC set out a full programme for each participant giving them a timetable for the visits, contact persons, as well as all the instructions about hotels, travel and other items. This enabled them to concentrate on each visit and on the purpose of the visit rather than worry about administrative details. Each visit was accompanied by the Study Tour Leader and a PTRC staff member.

The hotel selected as a base for the Tour was the Blakemore Hotel in central London, not far from Hyde Park. It proved to be satisfactory in all respects.

9. Project Management

The PTRC Project Manager for this Study Tour was Dr Andy Costain, the Managing Director of PTRC with back stopping support from other PTRC staff members.

10. Evaluation

The success of the programme was monitored via individual and group feedback, discussion sessions and by means of a formal evaluation form. The analysis of the evaluation forms is attached.

The delegates were unanimously very complimentary about the usefulness and success of the programme. They all considered that the visits were extremely useful and interesting and that they had learned a lot of useful new information on policy, management issues and techniques.

Delegates very much appreciated the role of the Study Tour Leader, Richard Bridges, who had added to the information and knowledge picked up at the visits.

The Study Tour was considered to be a big success by all parties.

11. Certificates

Certificates from PTRC as a leading and recognised training organisation were awarded to participants at the end of the programme.

Results of Evaluation of the Study Tour by the Participants

Total of 7 Evaluation Forms	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor	Sum of excellent and good	Sum of unsatisfactorily and poor	Average
Lessons & Visits								
Introduction and objectives of the Study Tour Programme	57%	43%	0%	0%	0%	100%	0%	1.4
Introduction to UK ports	71%	29%	0%	0%	0%	100%	0%	1.3
Port operations and management in the UK	43%	43%	14%	0%	0%	86%	0%	1.7
Visit to London Docklands	14%	29%	43%	14%	0%	43%	14%	2.6
Visit to Tilbury Container Services	43%	57%	0%	0%	0%	100%	0%	1.6
Visit to port Felixstowe	43%	29%	29%	0%	0%	71%	0%	1.9
Maritime cargo processing (Port community system)	14%	29%	43%	14%	0%	43%	14%	2.6
Visit to Thames port	71%	29%	0%	0%	0%	100%	0%	1.3
Visit to Sheerness port	43%	57%	0%	0%	0%	100%	0%	1.6
Visit to the Southampton cargo handling	57%	14%	14%	14%	0%	71%	14%	1.9
Visit to the Portsmouth commercial docks	57%	14%	14%	14%	0%	71%	14%	1.9
General questions								
General organisation and logistics of the training	43%	29%	29%	0%	0%	71%	0%	1.9
Hotel accommodation at Hotel Blakemore	14%	43%	43%	0%	0%	57%	0%	2.3
Overall impression of the programme	29%	71%	0%	0%	0%	100%	0%	1.7
TOTAL OVERVIEW								
Total Answers on Lessons in per cent	36 47%	26 34%	11 14%	4 5%	0 0%	62 80.5%	4 5.2%	77
Total Answers on General Questions in per cent	6 29%	10 48%	5 24%	0 0%	0 0%	16 76.2%	0 0.0%	21
Grand total notes in per cent	42 43%	36 37%	16 16%	4 4%	0 0%	78 79.6%	4 4.1%	98

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 20 January Introduction and objectives of the Study Tour Programme <i>Dr Andy Costain</i>	4 57%	3 43%	0%	0%	0%	1.4

Comments:

Objectives were clearly explained but organisation was not top
The objectives and goals were made clear

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 20 January Introduction to UK ports <i>Richard Bridges</i>	5 71%	2 29%	0%	0%	0%	1.3

Comments:

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Friday 21 January Port operations and management in the UK <i>Aidan Duffy & David Whitehead</i>	3 43%	3 43%	1 14%	0%	0%	1.7

Comments:

For me the transfer of public assets into the private sector was very interesting
Information about port privatisation and port management was well presented

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Friday 21 January Visit to London Docklands	1 14%	2 29%	3 43%	1 14%	0%	2.6

Comments:

Time was not enough

Time is not enough for seeing something

From my point of view it is impossible to visit docklands by train and underground.

We plan to open Port Varna to the town and I tried to find some ideas

Got new information about use of this area

Information about Docklands was quite useful. Most interesting were aspects of property development and re-utilisation of land

Useful. Transformation from traditional port to modern construction

Useful. Transformation from traditional port to modern construction

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Monday 24 January Visit to Tilbury Container Services	3 43%	4 57%	0%	0%	0%	1.6

Comments:

Did you find visit useful?

Yes. I want to know UK ports. This visit gave me much information.

Yes. I want to know UK ports. This visit gave me much information about UK ports, owners services, etc.

Yes

Received interesting information about operation of container terminals under conditions of changed ownership

Yes

Yes

What particularly interested you?

Tug services and pilotage

Port tariffs and railway terminal operations

All port operations and management, dues, rates and charges, pilotage arrangements and the transfer of public assets

System of port management and organisation

Organisation of control and automation of technology

Organisation of control and automation of technology

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Tuesday 25 January Visit to port Felixstowe	3 43%	2 29%	2 29%	0%	0%	1.9

Comments:

Did you find visit useful?

More or less

More or less

Yes

Yes

Extremely interesting port. Different types of cargo are handled with specific technology considering goods characteristics

Yes

Yes

What particularly interested you?

-

-

All port operations and management, dues, rates and charges. The project for development of the port for the whole peninsula

System of organisation and management

-

Structure of management

Structure of management

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Tuesday 25 January Maritime cargo processing (Port community system)	1 14%	2 29%	3 43%	1 14%	0%	2.6

Comments:

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Wednesday 26 January Visit to Thames port	5 71%	2 29%	0%	0%	0%	1.3

Comments:

Did you find visit useful?

Yes. Automation of terminal operation, RMC operation and the loading and unloading facilities, CFS operation.

Yes. Automation of terminal operation, RMC operation and the loading and unloading facilities, CFS operation.

Yes

Yes

Interesting container handling technology facilitating the through passing of the containers

Yes

Yes

What particularly interested you?

Loading and unloading and CFS operation

Loading and unloading and CFS operation

All port operations and management, dues, rates and charges, automation of the port and ISPS code organisation. Container check by Customs

System of port organisation and management

Methods of infrastructure development

Development of infrastructure

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Wednesday 26 January Visit to Sheerness port	3 43%	4 57%	0%	0%	0%	1.6

Comments:

Did you find visit useful?

Yes

Yes

Yes

Yes

Interesting experience in cargo handling and specific port organisation

Yes

Yes

What particularly interested you?

Cold warehousing facilities and car ferry facilities

Cold warehousing facilities and car ferry facilities

All port organisation and management, dues, rates and charges, warehousing of cool cargo, packing and ownership

Handling of perishable goods

Handling of fruits

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 27 January Visit to the Southampton cargo handling	4 57%	1 14%	1 14%	1 14%	0%	1.9

Comments:

Did you find visit useful?

More or less

More or less

Yes, all port organisation and management

Yes

Very interesting method of port management under conditions of changed ownership

Yes

Yes

What particularly interested you?

-

-

All operations and management

-

Interaction of different structures and companies on the port territory and establishment of fair competition of service providing

Structure of port organisation and port management, service offers for passengers

Structure of port organisation and port management, service offers for passengers and goods handling

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 27 January Visit to the Portsmouth commercial docks	4 57%	1 14%	1 14%	1 14%	0%	1.9

Comments:

Did you find visit useful?

More or less

More or less

Yes

Yes

New experience of port operation under conditions of municipal ownership

Yes

Yes

What particularly interested you?

-

-

All operation and management

-

Of special interest was the question of relationship between the municipal power (city administration) and the port business and their interaction

Operation of the port in terms of Ro-Ro traffic, service offers for tourism and leisure

Operation of the port in terms of handling of Ro-Ro vessels, service offers for tourism and leisure

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
General Remarks						
General organisation and logistics of the training	3 43%	2 29%	2 29%	0%	0%	1.9

Comments:

Travelling facilities and hotel organisation is not good, especially travelling and food
 Travelling facilities and hotel organisation is not good, especially travelling and food
 Excellent because the port visits were on top level, but the organisation was not (Note "4")
 Special thanks to Mr Richard Bridges and Mrs Delmotte
 Not always smooth organisation

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
General Remarks						
Hotel accommodation at Hotel Blakemore	1 14%	3 43%	3 43%	0%	0%	2.3

Comments:

Hotel was ok

7 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
General Remarks						
Overall impression of the programme	2 29%	5 71%	0%	0%	0%	1.7

Comments:

The programme was organised considering the operation and management of ports of all kinds of ownership

Proposals and wishes for further Study tours

We spent too much time on travelling

To go somewhere and come back took more time than the visits itself. Thus, it is necessary to have more time for the visits and speed-up the travelling

Very important for me are the strategic ports like Antwerp, Rotterdam and Hamburg and their organisation, ownership, management, etc.

For longer transfer a more convenient travelling would be necessary.

If possible, more information on CD-ROM

The organised tour was quite interesting but also a bit tiring. It is possible to cut slightly the programme (time) in case if only one mode of transport is addressed

Better to have 2 week tours

Better to have 2 week tours

Did the Programme give you new insights and knowledge useful for your own practice

Yes I have. I learnt useful information about UK port services, owners, port operation and tariffs

Yes I have. I learnt useful information about UK port services, owners, port operation and tariffs

Yes

Yes, very

Received lot of new useful information, which will be used in further work on strategic development of maritime transport.

Structures of port management under conditions of public ownership, organisation of passenger and goods services

Structures of port management under conditions of public ownership, organisation of passenger and goods services



This Project is funded
by the European Union



TRACECA Capacity Development for Senior Transport Sector Officials

Study Tour to the Netherlands
23 February - 5 March 2005

Final Report and Evaluation



Based on the training needs assessment as concluded in the previous stages of the project, a study tour to the Netherlands was organized focusing on logistics, multimodal transport and road haulage. The study tour engaged both level A and level B transport officials. All the thirteen receiving countries in the TRACECA project committed participant(s) totalling the number at 20 (a participant list is enclosed in Appendix 1). The study tour took place from 23 February to 5 March 2005, in the Netherlands.

1 Objectives

- 1) To transfer the 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
- 2) 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.

2 Program

The entire program was designed to serve the project objectives. Where possible, specific demands from participating countries were taken into account. A detailed program of the study tour is enclosed (Appendix 2).

In principle, the program endeavoured to cover the entire industry players in the multimodal and particularly, the road transport sector. Government, customs, industry associations and private companies were all part of the program. Parties from other perspectives who have a strong connection to the transport sector, such as shippers were also included in order to facilitate and complete the learning process of transport officials.

The program was designed in such a way that logistics arrangement optimized while personal backgrounds of the group thoroughly considered in order to maximize the study effect, in respect of the intensity as well as extensity of the program such as length of presentations, breaks, combination with site tour and coverage of topics within a certain period of time.

3 Execution of the Program

3.1 Program content

The detailed program is explained below:

24 February: Program introduction; visit to Dutch Ministry of Transport and Customs House Rotterdam

The first day started with an introduction of the program. The project director Mr. Harrie de Leijer from NEA briefed to the delegates the objectives, contents, and logistics arrangement of the program and other points of attention when staying in the Netherlands. The project director also introduced the accompanying staff member from NEA and the interpreter who both would stay with the group during the entire study program. The interpreter stayed in the same hotel. The NEA staff lived in the same city of Rotterdam.

The Directorate General of Freight Transport of the Dutch Ministry of Transport received the group in the morning. The presentation turned out to be an intensive question and answer session when the group showed enormous interest in ministry related issues. Focus was on the organization, responsibility and functions, and staffing issues within the ministry. The participants raised loads of questions. The Ministry promised and later on mailed to the group special materials in response to the group's points of interest.

Customs house in Rotterdam in the afternoon presented an excellent presentation about the responsibility, organization and function of the customs, and in particular the house visited. Questions from the group were centred on the drug control in the country. The group also visited the customs inspection facilities as well as the sample products counterfeited. Customs officials in the group were allowed to visit inside the mobile scanner located in terminal.

25 February: visit to Dow Chemical and Port of Antwerp

Both Dow Benelux BV and port of Antwerp are located in/to the south of the Netherlands.

Besides a short introduction of Dow Benelux focusing on the infrastructure strategy and logistics management, the site tour within Dow facilities displayed to the group the complete process from production, packaging to transport of Dow products. The group was impressed by the automation and technological advancement in the company. Medical treatment of company staff and environmental issues were questioned.

After the visit the group heartedly understood the implication of the demand on transport from shippers such as Dow, both in terms of facility and efficiency requirements.

Visit to Port of Antwerp comprised of the port introduction in the show room and a visit to the container terminal. The show room displayed the port layout, port history, port industries and model simulation such as radar and steering facilities navigating in the port. Introduction in the container terminal focused on the facilities, port handlings and container movement along the logistics chain.

26-27 February: weekends

28 February: visit to Fenex and Schenker; presentations Port of Rotterdam and VTL

Fenex is the forwarding association in the Netherlands. Schenker is the top forwarding company worldwide operating in the country. Presentations from Fenex and Schenker profiled the transport business from forwarder's perspectives and the complexity of logistics operation as well as the role of forwarders. The group had questions concerning the organization and membership of the association. The site tour at Schenker's warehousing facility equally impressed the group with its process, size and efficiency. To most of the group members it was the first time in life seeing the automated processing and management.

In the afternoon two presentations were given from Harrie de Leijer concerning the Port of Rotterdam with emphasis on hinterland connections, and representative from VTL introducing the largest transport training institute in the Netherlands. Training at all levels of transport employees, in particular the drivers, and the operation and organization of the training institute had the most questions from the group. The group highly appreciated both presentations.

1 March: visit to EVO, Van der Wal Transport Company and Road Simulation Centre

EVO is the largest shipper's association in the Netherlands. The excellent presentation from EVO's managing director deeply impressed the group, and so were the new concepts. The introduction depicted clearly the role shipper plays in transport from industry perspectives, and the organization of EVO as well as its worldwide connection. The group asked many questions including such as how to set up a shipper's council in home country.

Van der Wal is a private road transport company, top 2 in the Netherlands. The company presented the current market supply and demand situation, the tougher competition the company faces with the EU enlargement, and the operation and management process within the company. The group asked detailed questions about pricing, the company strategy in response to the sliding profit margin, and particularly, when the company goes to open country office in countries such as Azerbaijan, Uzbekistan, and Kyrgyzstan. The group made a tour around the company office, warehouse, and maintenance workshops after the presentation.

The last stop of the day program was in Road Simulation Centre that simulates the driving environment for driver's test. Majority of the group had the chance to take a sit in the driving cabin. The group enjoyed the new experience.

2 March: visit to larger port area of Rotterdam, combination of introduction and site tours

Following the port general introduction two days ago, the group spent one day in the larger Port of Rotterdam. Visited areas included the distribution park, automated container terminal, logistics company and railway multimodal terminal. The group gained the first hand information about container handling machines and facilities, horizontal transport equipment, port development towards a large logistics park, and company oriented logistics operation (from sea to inland).

At Geodiss Vitesse premise, the group toured around the company's value added logistics services workshops. The automation level, the value added service and the insight into real logistic chain activities had a strong impression on the group.

3 March: visit to Moerdijk logistics zone and companies, combination of introduction and site tours

Moerdijk is one of the largest logistics zone in the Netherlands, a hub combining sea, road and rail transport and logistics activities. It contains a large number of logistics industries, and is quoted as the backyard of Port of Rotterdam.

The day started with a Moerdijk introduction from the managing director of the port management company. Topics covered the strategic location, industry selection and port business development. The group had a tour around the whole port area, and visited the intermodal terminal. In the afternoon, Furness logistic company and Den Hartogh dangerous transport company received the group. Furness is a large logistics provider. The group was impressed by the large variety of logistics activities undertaken and the modern warehouse management. Den Hartogh is a famous family owned specialized transport company in dangerous cargo. The group visited the dangerous cargo storage, cleaning and handling facilities.

4 March: visit to TLN, and program wrap up session

TLN is the largest road hauliers association in the Netherlands. TLN presented to the group the overview of transport industry in the Netherlands, the association and its members, and a specialized presentation on TIR guarantee. The group showed as usual the interest in association related affairs, and specific interest in TIR. They raised numerous questions concerning TIR, the chain of guarantee and the liability of different parties.

A wrap up session was conducted at NEA in the afternoon, including the evaluation by all present delegates. The group representative complimented the host organization NEA on the program, the organization work and its diligence in performing the task. The group took a group picture before leaving NEA for farewell lunch in Delft.

3.2 Program logistics and miscellaneous

The group was staying in Pax Hotel in Rotterdam. Pax Hotel is a three star hotel with satisfying service and amenity known by NEA from previous experience. Pax Hotel is in a convenient location in the city. The city of Rotterdam further offers a hub effect in terms of accessibility to other places and time consideration. During the program majority of the visits were within one hour driving, with one exception that was also the farthest, of two hours.

Taxi services were arranged for participants from airport to hotel on arrival, and vice versa on departure.

One bus was rented for the entire period of the program with the same bus driver. In the bus soft drinks were available.

One staff member from NEA was assigned to accompany the group to all visits in the program. Prompt information assistance during the trip was given to the participants, being it program related matters or individual matters that could be explained or solved on the spot.

The whole program was carried out smoothly and successfully. The group was well received by the companies and organizations as scheduled.

The participants showed a strong interest and commitment to the program. They all participated in the whole program except for one-day absence by some participants due to the health conditions.

NEA extended assistance to the group members where it didn't conflict with the project and program objectives, and where it didn't involve extra costs to the project, or certain cost in exceptional cases.

4 Impressions and Conclusions

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'; and on arrival some members could not claim the baggage immediately. NEA in all cases reacted and helped to ease the difficulties.

The general conclusion is that the study tour completely achieved its objectives and met the expectations of the participants.

Appendix 1 List of Participants

Participants of the Study Tour to the Netherlands, 23 February 2005 - 05 March 2005

Armenia			
Javakhyan	Razmik Patvakanovich	AIRCA (Road hauliers association)	Deputy Secretary General
Nanushyan	Yurik Tsolakovich	Ministry of Transport and Communication	Head of Sub-department for Cargo Transportation
Azerbaijan			
Mamedov	Sadraddin Akber ogly	Ministry of Transport	Head of Department for Transport sector Development and Research Policy
Bulgaria			
Miladinova	Zornitza	Ministry of Transport and Communication	Expert in European Integration and International Relation Directorate
Velinova	Christina	Ministry of Transport and Communication	Road Transport Administration, Senior Expert
Georgia			
Darchiashvili	Elizbar	Administration of Motor Transport	Head of Department
Moshiashvili	Iosef	Customs	Head of Customs Regimes Monitoring Unit
Kazakhstan			
Kaugabaeva	Rysgul Boranbaevna	Ministry of Transport and Communications	Head of Sub-Department, Department for Transit Policy and International Affairs
Kyrgyzstan			
Bootaev	Turkmen Erkinbaevich	Customs	Head of Customs Control Department
Zakirov	Suleyman Saparbekovich	IGC TRACECA/ Ministry of Transport and Communication	National Secretary / Chief of Kyrgyz Transport Inspection

Moldova			
Biruicov	Eduard	IGC TRACECA	National Secretary TRACECA
Iovv	Dmitrii Vasilevich	JSC Transkon	Director
Romania			
Bucovei	Adelin	Ministry of Transport, Construction and Tourism	General Department of Road Transport
Tajikistan			
Muminov	Solikh Rakhmatullaevich	IGC TRACECA	National Secretary
Rustamova	Manzura Akramovna	Ministry of Transport	Deputy Head of Transport Policy Department
Turkey			
Damcidağ	Ahmet	Ministry of Transport	Head of Section for international relations and multilateral agreements in road transport, Directorate General for Land Transport
Turkmenistan			
Tayliev	Durdymurad Allayarovich	Road Hauliers association	Senior Expert, Department for International Relations
Ukraine			
Strogush	Ivan Ivanovich	Ministry of Transport	Deputy Head of Sub-Department within Department for Development and Co-ordination of Transport systems
Uzbekistan			
Muslimov	Timur Zakirovich	"Uzavtoyul"	Deputy Head of Transport Department
Shavakhabov	Shalim Shamansurovich	Agency for Road and Inland Waterway Transport	Deputy Head

NB: At the last moment Mr. Talgat Abylgazin from Kazakhstan cancelled his study trip. He is not included in the list.

Appendix 2 Program of the Study Tour Netherlands

PROGRAMME STUDY TOUR TO THE NETHERLANDS 23 FEBRUARY - 5 MARCH 2005

Day / Time	Proposed Programme and Location	Topics to be covered
23 February Wednesday	Arrival in the Netherlands by flight Welcome and briefing (NEA staff) in the hotel in Rotterdam, Best Western Pax Hotel	Best Western Pax Hotel Schiekade 658, 3032 AK Rotterdam, the Netherlands Tel: +31-10-466 3344, Fax: +31-10-467 5278 www.paxhotel.nl
24 February Thursday 8:30	Introduction to the Study Tour Programme and Objectives by NEA Hotel (meeting room, next to the breakfast room)	Mr. Harrie de Leijer (NEA)
9:00	Departure for Den Haag	
9:45-12:00	Visit to the Directorate-General of Freight Transport, Ministry of Transport, Public Works and Water Management Nieuwe Uitleg 1, Den Haag	Welcome by Mr. René Fennes, Head of the Int' Affairs Division of DG TL/ Transport and Civil Aviation Presentation I: NL new National Mobility Plan Presentation II: Multimodal transport policy
12:00-13:00	Lunch at the ministry	
14:00-17:00	Visit to the Netherlands Customs house in Rotterdam, introduction and visit combined Reeweg 16, 3088 KA Rotterdam	Welcome and introduction by manager of Reeweg Customs, Introduction Dutch customs, Control approach, Visit the customs post, Questions and answers
17:30	End of program	
25 February Friday 8:30	Departure from hotel to Terneuzen	
10:30	Arrival at Dow Benelux B.V. Havennr 470, 4530 AA Terneuzen	
10:30-12:30	Visit at Dow Chemical Presentation and site tour Mr. Steve Martin, global supply chain expertise Centre Mr. Jaap Bos, site infrastructure manager Mr. Erik van Oosten, Public Affairs manager	Introduction of Dow Chemical, Dow's view on European logistics especially multimodal transport, Quality demands on transport companies, and visit Dow facilities (production, loading and packaging facilities, road/rail intermodal terminal, ocean dock, logistics park, etc.)
12:30-13:30	Lunch at Dow Chemical	
14:30-17:00	Visit to port of Antwerp Port Centre Lillo 444 Scheldelaan Lillo, Antwerp, Belgium	Physical distribution of raw tobacco, Port industry: chemical cluster, Lockage (Zandvliet and Berendrecht lock), Container handling; Video film "Entrance to the Port" and guided visit to the exhibition hall
20:00-23:00	Departure from Antwerp to Rotterdam	
23:00	End of program	
26 February Saturday and 27 February Sunday, Weekend		
28 February Monday 9:00	Departure from hotel	
9:30-12:00	Visit to FENEX and Schenker International B.V. Nieuwesluisweg 250, 3197 KV Rotterdam	

9:30-9:45 9:45-10:45	Welcome and introduction Mr. van Os, Managing Director FENEX	Fenex: the Netherlands Organisation for Forwarding and Logistics Lecture about the forwarding and logistics industry and FENEX
10:45-11:15	Mr. Theo Damen, Managing Director Schenker Netherlands	Schenker: a large forwarding and logistics company Presentation of Schenker International B.V.
11:15-12:00	Company site visit	
12:30-13:30	Lunch at Hotel Restaurant De Beer Europoort, Port number 6050	
13:30-14:30	Introduction of Port of Rotterdam Mr. Harrie de Leijer Hotel Restaurant De Beer Europoort	Port Management in general, Port and hinterland connections, multimodal transport
15:00-17:00	VTL (the largest transport training centre in the NL), presentation Mr. John van Rijn Hotel Restaurant De Beer Europoort	Training centre introduction, Certificate of Professional Competence (CPC), Qualification of drivers and companies in road transport
18:00	End of program	
1 March Tuesday		
8:20	Departure from hotel	
9:00-11:00	Visit to EVO, Dutch Association of Transport Users and Transport on Own Account (Shippers Council) Kadelaan 6, 2725 BL, Zoetermeer	Requirements and perspectives from shippers to international transport and logistics; Role of the association in creating favourable environment and developing the transport and logistics of cargoes; Operation of the association (relation and interaction with member companies, policy and responsibilities, regulation etc.)
11:30-12:30	Lunch, AC Restaurant De Meern, Meerndijk 59, 3454 HP De Meern	
13:00-15:00	Visit to Van der Wal Internationaal Transport Nijverheidsweg 33, 3534 AM Utrecht	Road transport operations, company planning, marketing and sales, change management, staff training and labour relations
15:30-17:00	Visit to Road Simulation Centre Mississippiidreef 151a, 3565 CE Utrecht	Driving Simulator for truck drivers
18:00	End of program	
2 March Wednesday		
8:30	Departure for Port of Rotterdam Mr. Leen Burger from Rotterdam Port Promotion Council (RPPC), who will comment during the tour	
9:30-17:00	Visit to several sites in the larger Port of Rotterdam area	
9:30-10:00	Visit Distripark Eemhaven Port number 2780	Logistic Park in the port area, combination of logistic centres and transport companies
10:45-11:30	Tour by bus over the ECT Delta Terminal Port number 8200	Automated terminal, with facilities for inland transportation by road, rail and water
11:30-12:00	Visit Container Scan	Container scan facility used by the Customs
13:00-14:00	Lunch at Restaurant Routiers, Port number 2780	
14:15-15:15	Visit Geodiss Vitesse Port number 2775	Operations of a large international logistics company
16:00-17:00	Visit Rail Service Centre Port number 2450	Multimodal terminal for inland transportation of container, swap bodies and semi-trailers
18:00	End of program	

<p>3 March Thursday 8:00 9:00-17:00</p> <p>9:00-9:15 9:30 9:40-10:15 10:15-12:30 12:30-13:30 13:30-14:45 15:00-17:00 18:00</p>	<p>Departure from hotel</p> <p>Visit to Moerdijk Logistics and Industrial Zone and companies Plaza 3, 4782 SL Moerdijk</p> <p>Arrival at Havenschap Moerdijk, Reception with coffee and tea</p> <p>Welcome</p> <p>Introduction of Port of Moerdijk Mr. U. Uiterwijk, Director</p> <p>Bus tour and visit to the multimode terminal with introduction by Mr L. Smits, managing director CCT</p> <p>Lunch at Havenschap Moerdijk canteen</p> <p>Visit Furness Logistic, a large logistics company with introduction and reception by Mr A. van Beers, managing director Furness</p> <p>Visit to Den Hartogh, specialized transport company in dangerous cargo Mr. A. Fens, Mr. R. Lauffer/ Mr. R. van Dop</p> <p>End of program</p>	<p>One of the largest inland logistics areas in the NL, with specialisation in dangerous cargo and intermodal terminals</p> <p>Port of Moerdijk, 'the Right Choice in the Rotterdam Area'</p> <p>Combined terminal facilities and operations</p> <p>Logistics facilities and operations</p> <p>Organisation of modern dangerous cargo freight, logistics activities, multimodal transport, dangerous cargo handling, operation and facilities</p>
<p>4 March Friday 9:00 10:00- 11:30 12:00-12:30 13:00</p>	<p>Departure from hotel</p> <p>Visit to TLN (Transport en Logistiek Nederland), the largest Road Hauliers Association in the Netherlands Plein van de Verenigde Naties 15, 2719 EG Zoetermeer</p> <p>Evaluation and Wrap-up session at NEA Sir Winston Churchillaan 297, 2288 DC Rijswijk</p> <p>Farewell Lunch Restaurant De Waag Markt II, 2611 GP Delft</p>	<p>Road transport industry, operation of the association, member companies, policy and responsibility, regulation, TIR guarantee</p>
<p>5 March Saturday</p>	<p>Departure for airport</p>	

Results of evaluation made by the participants

Total of 17-18 Evaluation Forms	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor	<i>Sum of excellent and good</i>	<i>Sum of unsatisfactorily and poor</i>	<i>Average</i>
Lessons & Visits								
Introduction and objectives of the Study Tour Programme	94%	6%	0%	0%	0%	100%	0%	1.1
Visit to Ministry of Transport, Public Works and Water Management	61%	28%	11%	0%	0%	89%	0%	1.5
Visit to the Netherlands Customs House in Rotterdam	78%	22%	0%	0%	0%	100%	0%	1.2
Visit to Dow Chemical Terneuzen; Presentation and site tour	61%	39%	0%	0%	0%	100%	0%	1.4
Visit to Port of Antwerp	78%	17%	6%	0%	0%	94%	0%	1.3
Visit to FENEX and Schenker Forwarding and logistic company	78%	22%	0%	0%	0%	100%	0%	1.2
Introduction Port of Rotterdam	100%	0%	0%	0%	0%	100%	0%	1.0
Presentation on CPC, qualification of drivers and companies in road transport	78%	22%	0%	0%	0%	100%	0%	1.2
Visit to EVO, Dutch Association of Transport Users and Transport on own account	83%	17%	0%	0%	0%	100%	0%	1.2
Visit to Van Der Wal International Transport Company	72%	28%	0%	0%	0%	100%	0%	1.3
Visit to Road Simulation Centre (Driving simulator)	67%	28%	6%	0%	0%	94%	0%	1.4
Visit/ Tours (several) Port of Rotterdam	72%	28%	0%	0%	0%	100%	0%	1.3
Visit Container scan	71%	24%	6%	0%	0%	94%	0%	1.4
Visit Geodisse, large International Logistics Company	72%	28%	0%	0%	0%	100%	0%	1.3
Visit Rail Service Centre	61%	33%	6%	0%	0%	94%	0%	1.4
Visit to Moerdijk Logistics, Inland logistic terminal	78%	22%	0%	0%	0%	100%	0%	1.2
Visit to Furness Logistics, Logistic facilities and operation	67%	33%	0%	0%	0%	100%	0%	1.3
Visit to Den Hartogh, Dangerous cargo/ multimodal transport	67%	28%	6%	0%	0%	94%	0%	1.4
Visit to Trade Transport & Logistics Netherlands	76%	24%	0%	0%	0%	100%	0%	1.2

	Excellent	Good	Satisfactorily	Unsatisfactorily	Poor	Sum of excellent and good	Sum of unsatisfactorily and poor	Average
General questions								
General organisation and logistics of the training	100%	0%	0%	0%	0%	100%	0%	1.0
Hotel accommodation at Best Western Pax Hotel	78%	11%	11%	0%	0%	89%	0%	1.3
Overall impression of the programme	94%	6%	0%	0%	0%	100%	0%	1.1
TOTAL OVERVIEW								
Total Answers on Lessons in per cent	253 74%	80 24%	7 2%	0 0%	0 0%	333 97.9%	0 0.0%	340
Total Answers on General Questions in per cent	49 91%	3 6%	2 4%	0 0%	0 0%	52 96.3%	0 0.0%	54
Grand total notes in per cent	302 77%	83 21%	9 2%	0 0%	0 0%	385 97.7%	0 0.0%	394

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 24 February Introduction and objectives of the Study Tour Programme <i>Harrie de Leijer</i>	17 94%	1 6%	0%	0%	0%	1.1

Comments:

It was very important to know objectives of the study tour programme

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 24 February Visit to Ministry of Transport, Public Works and Water Management <i>Rene Fennes</i>	11 61%	5 28%	2 11%	0%	0%	1.5

Comments:

Did you find visit useful?

Yes. It would have been better if the visit would be a bit longer and more issues could be discussed

Yes

Yes

Very

It was import as far as we learnt about existing problems and possible solutions to solve them

Yes, but it would be better to visit a central department instead of freight transport department

Yes

Yes

For general information

Yes, we were familiarised with the organisational structure of the Ministry

Yes, but few questions from the participants were not fully answered

What particularly interested you?

The structure of the Ministry

-

(4 times)

Organisation of management, organisational structure

Structure and tasks of the Ministry

-

-

The structure of the Ministry

The structure of the ministry is differing from ours, more emphasis is put on inland waterway transport and civil aviation

Elaboration of transport system development plans

-

-

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Friday 25 February Visit to Dow Chemical Terneuzen; Presentation and site tour	11 61%	7 39%	0 0%	0 0%	0 0%	1.4

Comments:

Did you find visit useful?

It does not concern my job, but in general it was very interesting and well organised

Yes

Yes

Yes

Very useful visit

Yes

Yes, very

Yes

What particularly interested you?

The site tour

-

Processing of chemicals, ecological requirements

The range of processed products and the organisation of delivery to the customers

-

As far as I first time saw principles and realisation of logistics, especially some value-added services - this was most interesting for me

-

The storage was very interesting

8 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Friday 25 February Visit to Port of Antwerp	14 78%	3 17%	1 6%	0 0%	0 0%	1.3

Comments:

Did you find visit useful?

not much

Yes

Yes

Yes

Yes, very

Very

Very

Yes, was in detail familiarised with work of this port

Yes, very nice

What particularly interested you?

-

-

Work of the port, dredging the fairway and the dimensions of the port

Structure and volume of offered services

Structure and system of work of the port Antwerp, interaction between the different stakeholders

The fact that 50% of the income of the port are generated from logistics and production within the port (cars)

The scale of processes and organisation of cargo handling

-

-

7 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Monday 28 February Visit to FENEX and Schenker Forwarding and logistic company	14 78%	4 22%	0 0%	0 0%	0 0%	1.2

Comments:

Did you find visit useful?

Yes

Yes

Yes

Yes

Yes

Yes, I visited a logistic company first time

What particularly interested you?

-

-

Work of the association FENEX

Mechanism and possibilities of the company in offering forwarding services

Development of logistic centres

I found very interesting the work of a logistic company

11 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Monday 28 February Introduction Port of Rotterdam <i>Harrie de Leijer</i>	18 100%	0 0%	0 0%	0 0%	0 0%	1.0

Comments:

Did you find presentation useful?

Yes

Yes

Yes

Yes

Yes, it was very nice and useful

What particularly interested you?

All the information presented was very interesting

-

Work of the port of Rotterdam as a whole

Allocation of the port and ensuring of access of the vessels to the port

-

12 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Wednesday 26 January Presentation on CPC, qualification of drivers and companies in road transport <i>John van Rijn</i>	14 78%	4 22%	0 0%	0 0%	0 0%	1.2

Comments:

Did you find presentation useful?

Yes

Yes

Yes

Visit was useful

Yes

Yes, for general development

Yes

What particularly interested you?

the presentation on CPC

-

8 times

Training equipment

-

Methods of training and receiving certificates, conditions for receiving

-

Questions of simulation of lorry driving

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Tuesday 1 March Visit to EVO, Dutch Association of Transport Users and Transport on own account	15 83%	3 17%	0 0%	0 0%	0 0%	1.2

Comments:

Did you find visit useful?

Yes

Yes

Yes

Yes, surely

Yes

Very

Yes

Yes

What particularly interested you?

Information about how transport on own account is regulated in the Netherlands

-

9 times

Tasks of the companies and methods how to solve them

Specifics of protection of interests of transport on own account

Connection with the members, policy, regulations and liability

High level of protection of interests of the members

I found the system of working very interesting

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Tuesday 1 March Visit to Van Der Wal International Transport Company	13 72%	5 28%	0%	0%	0%	1.3

Comments:

Did you find visit useful?

Yes, we saw how a real company works. We visited all the departments of the company and met the people working in

Yes

Yes

Very useful

Very

Yes

Yes

Yes

Yes

What particularly interested you?

The personal view on the road transport market of the owner of the company

-

7 times

Practical implementation of logistical chains

-

Practical side of road transport in its best view

Principles of work of the company. The new information about opening a branch in Kazakhstan

Intention of the company to extend its business to Eastern Europe

The presentation

Organisation of quick and harmonised carriage of goods

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Tuesday 1 March Visit to Road Simulation Centre (Driving simulator)	12 67%	5 28%	1 6%	0%	0%	1.4

Comments:

Did you find visit useful?

Yes

Yes

Very useful

Very useful

Yes

Yes

Yes, according to my personal view, this centre gives the driver the opportunity to assess the level of their preparation

Yes

Yes, it was very useful

What particularly interested you?

-

8 times

Training equipment

Driving simulator for lorry drivers

Training and control of driving skills on simulator

I could try the driving simulator. I think it is an excellent opportunity to train driving skills

Supply of high-class equipment

Had the opportunity to try myself on the simulator

Assessment of driver's competence by simulator

First time I saw a road traffic simulation. The establishment of such a centre would be very useful for the drivers

17-18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Wednesday 2 March Visit/ Tours (several) Port of Rotterdam	13 72%	5 28%	0%	0%	0%	1.3
Visit Container scan	12 71%	4 24%	1 6%	0%	0%	1.4
Visit Geodisse, large International Logistics Company	13 72%	5 28%	0%	0%	0%	1.3
Visit Rail Service Centre	11 61%	6 33%	1 6%	0%	0%	1.4

Comments:

Did you find visits useful?

Yes

Yes

Yes

Very useful

Very

Yes, without doubt

Very

Yes, very. As far as Tajikistan does not have access to open sea I got a lot of new information

What particularly interested you?

-

Everything

Most interesting was the scanning of road vehicles and the goods inside

-

Complex development of port infrastructure; new technology, actively used in work process; excellent organisation of port operation; interaction of all transport modes

The enormous number of handled containers on the port territory, the speed of container handling and the principles of electronic data exchange with Customs

Organisation, technology and 'culture' of processing

-

8 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 3 March Visit to Moerdijk Logistics, Inland logistic terminal	14 78%	4 22%	0%	0%	0%	1.2

Comments:

Did you find visit useful?

Yes

Yes

Very useful

Yes, very useful

Yes

Yes, very

Yes

What particularly interested you?

Intermodal terminal

-

-

Organisation of sorting and storing

High level of specialisation of the port under conditions of neighbourhood with the large ports of Rotterdam and Antwerp

-

Organisation of packaging and preparation of goods for delivery by road transport

10 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 3 March Visit to Furness Logistics, Logistic facilities and operation	12 67%	6 33%	0%	0%	0%	1.3

Comments:

Did you find visit useful?

Yes

What particularly interested you?

-

16 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Thursday 3 March Visit to Den Hartogh, Dangerous cargo/ multimodal transport	12 67%	5 28%	1 6%	0%	0%	1.4

Comments:

Did you find visit useful?

Yes

Yes

Yes

What particularly interested you?

Organisation and management of multimodal transport

Storage and preparation of oil products for transportation by different transport modes

14 times

17 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
Friday 4 March Visit to Trade Transport & Logistics Netherlands	13 76%	4 24%	0%	0%	0%	1.2

Comments:

Did you find visit useful?

Yes

What particularly interested you?

15 times

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
General Remarks General organisation and logistics of the training	18 100%	0%	0%	0%	0%	1.0

Comments:

Everything was very interesting and instructively

The study tour was very useful, but the problems is how to implement the new things into our very conservative environment

Very well selected lessons and esp. the site visits

Overall organisation on high level

Yes, without any doubt, I am satisfied by the tour performance. Special thanks to Harrie de Leijer, Tatyana Delmotte and Elaine Chen

We saw this, where our countries have to aim at

Organisation was on a very good level

In my opinion, this tour was the part of the project with the highest response to the idea of the project

It was very useful for capacity development

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
General Remarks Hotel accommodation at Best Western Pax Hotel	14 78%	2 11%	2 11%	0%	0%	1.3

Comments:

Normal

Not bad

Cleaning of the room was not good

Thank you for conditions and hospitality

18 Answers suitable for analysis	Excellent 1	Good 2	Satisfactorily 3	Unsatisfactorily 4	Poor 5	Average
General Remarks Overall impression of the programme	17 94%	1 6%	0%	0%	0%	1.1

Comments:

The programme was prepared and organised on high level. Thank you!

It is necessary to enlarge the programme under consideration of the desires and organise seminars on site

We need more such programmes

The tour was organised on a high professional level

On high level, in understandable manner presented, practical familiarisation with transport chain organisation was provided

Very useful experience and need for implementation in practice in Kazakhstan.

Very good

Thanks to all organisers for the offered information

It was a very good programme and well organised

Proposals and wishes for further Study tours

It is necessary to consider specific conditions of the individual countries, esp. for countries without access to open sea and to reduce maritime and port issues. Instead of this, more visits should be foreseen to railway stations, road hauliers and logistic centres

Even too much new information, leading to loss of concentration to the end of the day

It is necessary to organise further study tours

The tour was organised on an excellent level, it is necessary to extend the project

Have more and longer tours to get more insight in the organisation of the work in order to take over experience for own work

We need more practical training tours

Such tours are very useful from professional point of view

Visits of some companies showed similar conditions. It would be useful to choose companies stronger differing from each other.

Try to consider climatic conditions of the hosting country, i.e. make trips to Central Europe in summer

Organisation of such tours is in my opinion useful in order to receive new knowledge and to exchange information amongst the participants

If further programmes will be at such a high level and quality there would be real effect for the practical life

Future study tours should be longer for better understanding of the transport development

Did the Programme give you new insights and knowledge useful for your own practice

Yes (**8 times**)

Yes, definitely (**2 times**)

Yes, possibility to implement some of the useful gained information in own country

The received knowledge is useful for initiating of new projects and drafts of legal acts and documents concerning transportation on TRACECA corridor

Very much, especially on organisation of logistics and training of the respective issues

Development of professional competence, general understanding about logistic technology and organisation of logistical and forwarding centres. This will help in practical work

Yes. I intend after returning to organise within my ministry a seminar with subordinated transport companies

Yes. The most important thing is that we have now information concerning whom to contact in order to receive more detailed information in case of necessity, e.g. during the process of organisation of deliveries, customs clearance, etc.

Yes, it was very useful and interesting for me

As far as there are so many things to say, I will try in few words to underline my idea. Yes, this programme/ tour gave me a lot of new insights and knowledge. It was very impressive to see that more than 50% of your transport and logistic companies have more than 100 years experience in transport sector ...

CAPACITY BUILDING FOR SENIOR TRANSPORT SECTOR OFFICIALS

STUDY TOUR TO HUNGARY • 3 – 12 APRIL 2005 • PROGRAMME



3 APRIL 2005	WELCOME EVENING
19.30	<i>You are invited to a welcome drink at Hotel Taverna and a subsequent typical Hungarian 5-course dinner</i>
4 APRIL 2005	HUNGARIAN CUSTOMS AND FINANCE GUARD
8.30	<i>departure from Hotel Taverna</i>
09.00-09.15	Welcome and general presentation on the Hungarian Customs and Finance Guard
09.20-10.30	Presentation by the Customs Directorate on the introduction of transit procedures and NCTS <i>coffee break</i>
10.50-11.50	Presentation by the Department for Border Affairs <i>lunch</i>
14.00-15.00	Presentation by the Human Resources Department <i>coffee break</i>
15.15-16.00	Presentation by the Directorate for Criminal Affairs
5 APRIL 2005	INDUSTRIAL AND LOGISTIC CENTRE BUDAPEST
09.20	<i>departure from Hotel Taverna</i>
10.00-13.00	Visit to the BILK terminal (South-Pest Main Customs Office) General presentation and visit of the facilities <i>lunch</i>
6 APRIL 2005	CUSTOMS OFFICE ZÁHONY
07.30	<i>departure from Hotel Taverna</i>
11.30-13.00	General presentation on the Customs Office Záhony and its activities <i>lunch</i>
14.30-17.00	<i>Group 1: Visit to the road border crossing – concerned delegation members</i> <i>Group 2: Visit to the railway facilities – concerned delegation members</i>
7 APRIL 2005	ASSOCIATION OF HUNGARIAN FORWARDING AND LOGISTIC SERVICE PROVIDERS
08.30	<i>departure from Hotel Taverna</i>
09.00-09.15	Arrival to the National Transport Museum and welcome on behalf of the Association of Hungarian Forwarding and Logistic Service Providers
09.30-11.00	General presentation on the activities of Hungarian freight forwarders <i>coffee break</i>
11.15-12.00	New conditions and experiences since EU Accession on 1 May 2004 <i>lunch</i>
13.00-15.00	Visit to the halls of the National Transport Museum
8 APRIL 2005	HUNGARIAN ASSOCIATION OF CUSTOMS AFFAIRS IN CO-OPERATION WITH V&T LOGISTIC LTD



**CAPACITY BUILDING FOR SENIOR TRANSPORT SECTOR OFFICIALS
STUDY TOUR TO HUNGARY • 3 – 12 APRIL 2005 • PROGRAMME**

- 08.00 *departure from Hotel Taverna*
- 09.00-09.30 Arrival to the V&T logistics centre and welcome on behalf of the Hungarian Association of Customs Affairs
- 09.45-11.00 Presentation on the activities of the Hungarian Association of Customs Affairs
- 11.15-12.30 Presentation on the work of the logistics centre
lunch
- 14.30-16.00 Visit to the facilities of the V&T logistics centre
- 19.00-23.00 *On Friday evening we invite you to participate in the Folklore Evening Tour around the illuminated 'Paris of the East'. Spend an enjoyable evening in a traditional restaurant – after an aperitif you will be served a 3-course menu with wine accompanied by a varied folkloric show programme. Returning to Budapest you will have a marvellous view on the illuminated city from the Citadel. The tour ends at Hotel Taverna or at the Casino (vouchers for free admission included).*



- 9 APRIL 2005** *On Saturday we would like to take you on a city tour around Budapest. Passing by Parliament Building you will cross the Danube on Margaret Bridge and go to the Royal Castle on the Buda side, where you will visit the Fishermen's Bastion and the Matthias Church. Afterwards you will ascend Gellért Hill, cross Elisabeth Bridge and go towards Hero's Square. Passing by Opera House and St Stephen's Basilica, the tour ends again at Hotel Taverna.*



- 10 APRIL 2005** *On Sunday we propose you a visit to Szentendre, the 'artists village'. In the picturesque town of Szentendre, you will visit the magnificent 'Caprice' Hungarian Jewellery Museum, take a walk through the baroque town centre and return by boat on the Danube to Budapest.*

**11 APRIL 2005 ASSOCIATION OF HUNGARIAN CUSTOMS AGENCIES
IN CO-OPERATION WITH EUROSPEED LTD**

- 08.00 *departure from Hotel Taverna*
- 09.00-11.00 Presentation on the Association of Hungarian Customs Agencies
Presentation on the Sub-committee for Border Affairs
coffee break
- 11.15-13.00 Presentation on Eurosped Ltd: activities, changes due to EU Accession, future outlook
lunch
- 14.30-16.00 Consultation with participants, Q&A



12 APRIL 2005 HUNGARIAN RAILWAY AUTHORITY (MÁV)

- 08.30 *departure from Hotel Taverna*
- 09.00-09.15 Arrival to the National Transport Museum
- 09.15-10.05 Presentation by the Commercial Director of MÁVCARGO, Mr Zsolt Csaba Horváth
- 10.05-10.50 Presentation on infrastructure issues by Dr Gyula Farkas
coffee break
- 11.10-11.55 Presentation on information and communication systems by Mr László Balla
lunch
- 14.00 *end of official programme*



Project:
Capacity Development for Senior Transport Sector Officials

Participants of the Study Tour to Hungary,

April 2005

(as per end of March 2005)

Armenia			
Bdoyan	Nodar Melsovich	Armenian Railways	Head of Department of Foreign relations (<i>LEVEL A</i>)
Minasyan	Martun	Customs Committee	Head of Training Centre (<i>LEVEL B - Special CUSTOMS</i>)
Azerbaijan			
Aliyev	Gahraman	Ministry of Transport	Head of Sub-department for Legal analysis and expertise within Legal Department (<i>LEVEL B - Special REGULATIONS</i>)
Bulgaria			
Ganeva	Margarita	Ministry of Foreign Affairs	Senior Expert-Advisor in Direction Europe III (<i>LEVEL B - Special REGULATIONS</i>)
Georgia			
Guramishvili	Guram Guramovich	Georgian Railways	Chief Engineer of Transport Division (<i>LEVEL B-2, Almaty</i>)
Shatberashvili	David Vakhtangovich	Ministry of Economic Development	Senior Expert (<i>LEVEL B-1, Tashkent</i>)
Kazakhstan			
Kamzin	Serik Nazhmidenovich	Customs Agency	Head of Department, Pavlodar branch (<i>LEVEL B - Special CUSTOMS</i>)
Dzhangozin	Muratzhan Dzhakipbekovich	Customs Agency	Deputy Head of Division for Organisation of Customs Regimes (<i>LEVEL B-2, Almaty & LEVEL B - Special CUSTOMS</i>)
Kyrgyzstan			
Moldobaev	Shekerbek Ryskulovich	Ministry of Transport and Communication	Head of Department for Transport Policy (<i>LEVEL A</i>)
Nogoybaev	Almazbek Berdibekovich	Kyrgyz Railways	Deputy Director-General (<i>LEVEL A</i>)
<u>Reserve:</u> Sydygaliev	Rustam Ehsepovich	Kyrgyzintrans	Head of Department for international transport (<i>LEVEL B-1, Tashkent</i>)

Moldova			
Dadekin	Yuri Fedorovich	Customs Department	Head of Department for Control of Foreign Trade Operations (<i>LEVEL A</i>)
Cozari	Mihai	Customs Department	Head of Customs Office Ungheni (<i>LEVEL B-1, Tashkent</i>)
Romania			
Lungu	Georgeta	Romanian Railways CFR Marfa Bucharest	Head of Customs Operations Department (<i>LEVEL B-1, Tashkent</i>)
Patrascu	Eleonora	Romanian Railways CFR Marfa Bucharest	Head of Forecast, Statistics and Analysis Department (<i>LEVEL B-1, Tashkent</i>)
Tajikistan			
Eleeva	Svetlana Abdurakhmanovna	Ministry of Transport	Head of Foreign Economic Relations Department (<i>LEVEL B - Special REGULATIONS</i>)
Mukhtozhov	Khamdullo Rakhmatullovich	Customs Department	Head of Department for Export Control and non-tariff Regulation (<i>LEVEL A</i>)
Turkey			
Avci	Mustafa Kemal	General Directorate of Customs	Expert (<i>LEVEL B-1, Tashkent</i>)
Reserve: Gürsoy	Hatice Nigar	General Directorate of Customs	Assistant Expert (<i>LEVEL B - Special REGULATIONS</i>)
Turkmenistan			
Mukhamedkuliev	Amanmamed	Customs Committee	Deputy Chairman (<i>LEVEL A</i>)
Ukraine			
Gandziy	Elena Dmitrievna	Ministry of Transport	Senior Expert for transit policy (<i>LEVEL B-1, Tashkent</i>)
Medvedyeva	Elena Konstantinovna	ASMAP Ukraine (Road hauliers association)	Head of Transport Policy Department (<i>LEVEL A</i>)
Uzbekistan			
Kamilov	Makhamadamin Makhirzhanovich	Customs Committee	Deputy Head of Department for Staff Management (<i>LEVEL B - Special CUSTOMS</i>)
Yunusova	Kamola Miratalievna	Uzbek Railways	Head of Marketing Department (<i>LEVEL B-2, Almaty</i>)

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

POST PROGRAMME ASSESSMENT Report

Rijswijk, March 2005



This project is funded
by the European Union



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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**Project:
Capacity Development for Senior Transport Sector Officials**



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Uzbekistan

***Report on
POST PROGRAMME
ASSESSMENT***

Rijswijk, The Netherlands
March 2005

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Annex: Evaluation form used



1 Introduction

Between April 2004 and November 2004 the following seminar programmes were carried out in the framework of the TRACECA-Project "CAPACITY DEVELOPMENT FOR SENIOR TRANSPORT SECTOR OFFICIALS" (EUROPEAID/113181/C/SV/MULTI):

LEVEL A:

- Capacity Development Seminar in Almaty, Kazakhstan, from 19 till 23 April 2004 at the premises of the hotel "Sanatorium Kargalinsky"
68 participants from 13 countries

LEVEL B - Major Seminars for mixed large groups

- Capacity Development Seminar in Tashkent, Uzbekistan (B-1) from 7 till 16 June 2004 at the premises of the Higher Military Customs Institute of Uzbekistan and hotel "Poytakht"
92 participants from 13 countries plus 2 additional participants
- Capacity Development Seminar in Almaty, Kazakhstan (B-2) from 30 August till 7 September 2004 at the premises of the hotel "Sanatorium Alatau"
94 participants from 13 countries plus 1 additional participant

LEVEL B - Specialised Seminars for small groups

- Capacity Development Seminar on Legislative and Regulative Issues in Trade and Transport Facilitation in Tashkent, Uzbekistan (*B-Regulation*) from 11 till 15 October 2004 at the premises of the hotel "Poytakht"
19 participants from 11 countries plus 1 additional participant
- Capacity Development Seminar on Dangerous Cargo Aspects in Tashkent, Uzbekistan (*B-Dangerous Cargo*) from 11 till 15 October 2004 at the premises of the hotel "Poytakht"
14 participants from 12 countries plus 1 additional participant
- Capacity Development Seminar "Train the Trainers" on Customs Control and Facilitation at Cross Border Stations in Almaty, Kazakhstan (*B-Customs*) from 25 till 29 October 2004 at the premises of the hotel "Poytakht"
17 participants from 10 countries
- Capacity Development Seminar on Ports and Maritime Issues in Baku, Azerbaijan (*B-Ports*) from 15 till 19 November 2004 at the premises of the Ministry of Transport of the Republic Azerbaijan
18 participants from 8 countries 1 additional participant

Thus, a total of 322 senior officials and experts¹ 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.

¹ The total number of persons participating was 317, considering the fact that 5 participants of the Seminars for Level A or B also participated in one of the four specialised seminars.

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 concerning the impact of the performed training seminars. The main idea 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. This analysis shall be used for decision-making concerning further capacity development activities by the Commission.

For the evaluation a special questionnaire (see Annex) 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.

The present report is a preliminary analysis based on 175 questionnaires, returned to the Project team until March 28. Thus, the present analysis is based on the comments and assessments of 55% of the participants, which allows to present a representative overview about the participants' viewpoints, comments and proposals. The final assessment based on a wider number of questionnaires will be included as part of the Draft Final Report.

2 Evaluated questionnaires

As already mentioned the following assessment is based on the feed-back of 175 participants representing, thus, 55% of the total number of participating senior officials and experts. For Kyrgyzstan and Azerbaijan the feedback was already 100% or close to 100%. For the majority of the countries it was between 50% and 70%. From Turkey and Romania there was no feedback at the moment, whereas from Armenia feedback was still low.

The situation by country is presented in the following table:

Table 1 Number of analysed questionnaires by country

Country	Analysed questionnaires	Participating persons	Percentage of analysed questionnaires
Armenia	5	25	20%
Azerbaijan	24	26	92%
Bulgaria	17	26	65%
Georgia	12	27	44%
Kazakhstan	19	29	66%
Kyrgyzstan	24	24	100%
Moldova	14	27	52%
Romania	-	16	0%
Tajikistan	17	25	68%
Turkey	-	21	0%
Turkmenistan	11	19	58%
Ukraine	14	25	56%
Uzbekistan	18	27	67%
Sum	175	317	55%

The analysed questionnaires include questionnaires from:

- 31 participants of Level A (or 46% of the total participants)
- 103 participants of Level B - large groups (or 55% of the total participants)
- 43 participants of Level B - specialised groups (or 63% of the total participants)

87% of the questioned participants are in the same position as at the time of the seminars. 13% changed the position mainly within the same organisation. A specific case is Georgia where 2/3 of the participant changed their position due to the reorganisation of the government including dissolution of the Ministry of Transport and transfer of a part of its tasks to the Ministry of Economy. A few candidates (especially from Kazakhstan) could not be reached by the questioning as far as they left the transport or customs sector to other administrative entities or to the private business.

As per end of January 2005 the time interval between the training seminar and the pre sent assessment was:

- 3 - 6 months for 90 persons (or 51% of the 175 analysed questionnaires)
- 6 - 12 months for 79 persons (or 45% of the 175 analysed questionnaires)
- up to 3 months for 7 persons (or 4% of the 175 analysed questionnaires)

Thus, for the majority of the participants, there is already a considerable time interval between the time of the seminar participation and the moment of the assessment, allowing, therefore drawing a, relatively, objective picture concerning the impact of the participation in the training on the professional career and on the performance of the represented entity.

3 General evaluation of the training programme by the participants

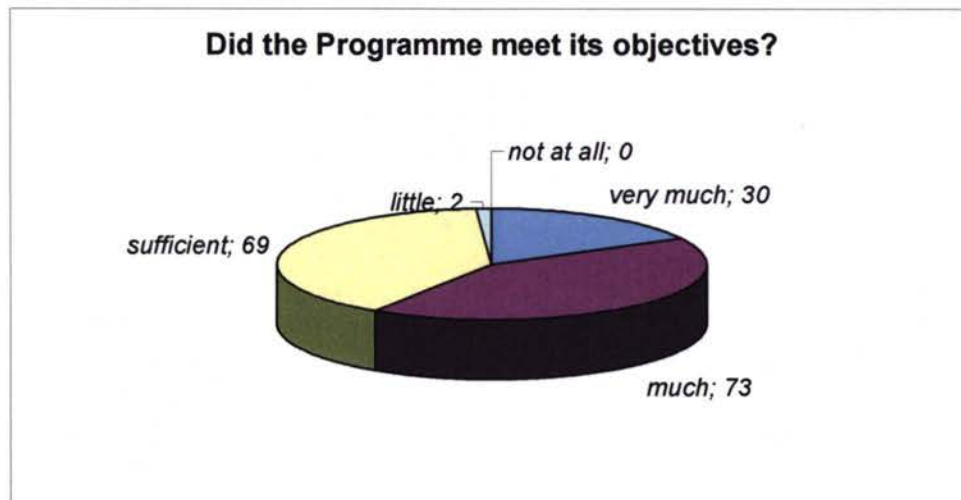
This assessment was made by the following five questions to be evaluated each by five possible answers: "very much", "much", "sufficient", "little" and "not at all". In total over all five questions:

- Did the programme meet its objectives?
- Was the programme challenging?
- Was the programme interesting and enjoyable?
- Was the programme useful for you?
- Was the programme useful for your work?

In total over all five questions, 67% of the 174 answers to this group of questions were very positive ("very much" and "much") concerning the overall impression of the project and its use for the work in the organisation and the personal capacity development. Only 3 % of all possible answers were rated with "little" and only 1 answer (0.1%) with "not at all".

Meeting of objectives of the Programme

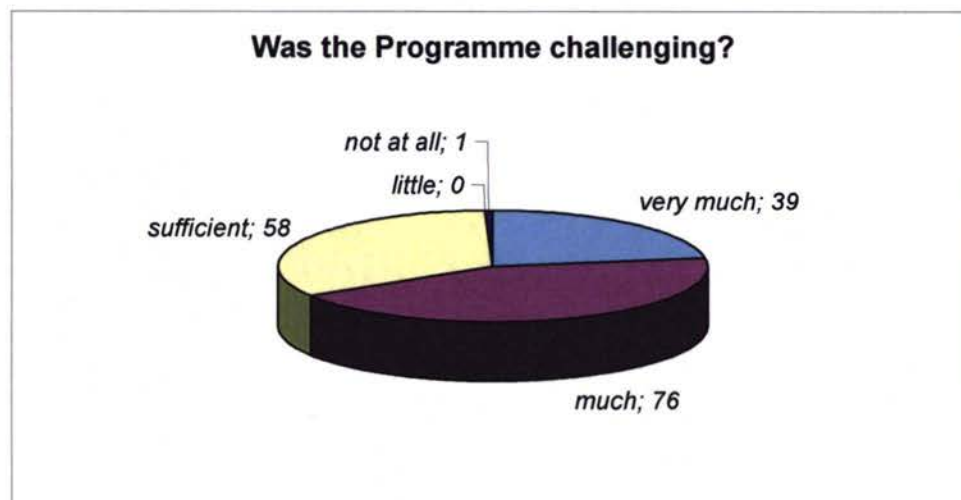
In total 103 persons (59%) assessed that the Programme they joined met the objectives ("very much" and "much"). Only 2 persons stated that the programme met its objectives only "little" (one Level A participant from Azerbaijan and one participant of the specialised seminar on dangerous goods from Moldova). Nobody considered that the programme failed to meet its objectives.



Thus, altogether 172 out of 174 were satisfied with the Programmes and the topics offered.

Challenge by the Programme

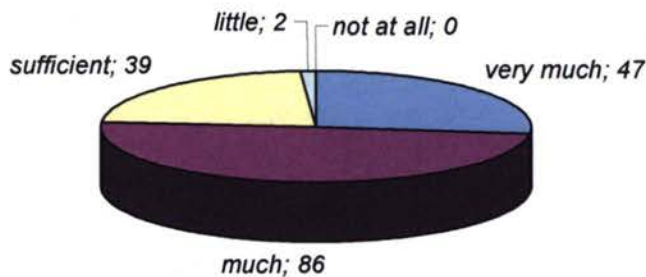
Approximately 2/3 of the participants assessed the programme as very much and much challenging (115 participants). Only one person rated the programme as not challenging at all (one participant of Level B from Bulgaria).



Content and composition of the programme

The question whether the programme was interesting and enjoyable was answered by 133 persons (or 76%) with very much and much, thus, proving the approach of the Consultant to the structure and composition of the programme and the chosen topics for the individual capacity building seminars. Only 2 persons considered the programme as not really interesting (one participant from Azerbaijan and one from Turkmenistan, both participating in B-Level seminars), nobody rated with not interesting at all.

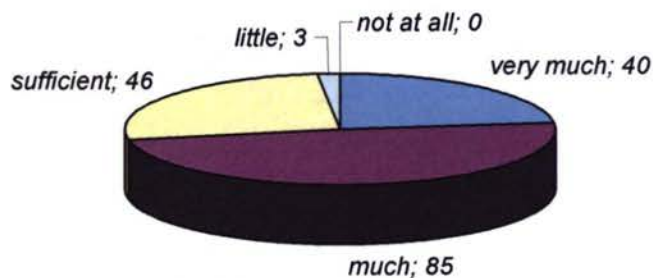
Was the Programme interesting and enjoyable?



Efficiency of the programme for personal capacity development

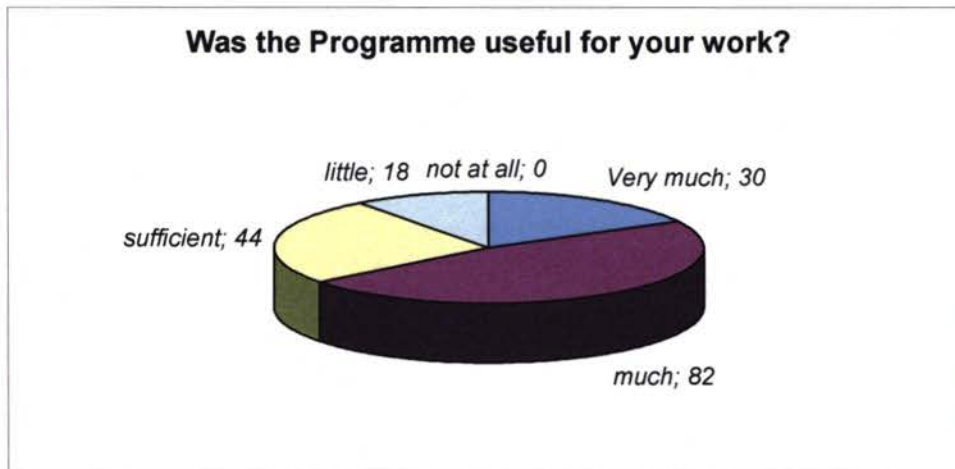
125 participants (or 72%) believe 'very much' or 'much' that the programme was useful for their personal professional development, increase of professional competency and further career. Only 3 persons (two from Kazakhstan and one from Kyrgyzstan, all participating in seminars for the B-level), equal to 2%, think that the training programme was of 'little' use, nobody stated that participation was not useful.

Was the Programme useful for you?



Efficiency of the programme for capacity development of the delegating organisation

In total 112 participants (or 64%) stated that participation in the programme was 'very much' or 'much' useful for their present work and the organisation they are working with. Another 25% assessed that participation was sufficiently useful for their work. On the other hand, approx. 10% (mainly from B-level, large groups) think that the received knowledge is of 'little' use for their present work within the organisation, among them were 5 participants from Kyrgyzstan and 3 from Kazakhstan. A major part of these participants were railway employees, especially from stations and local units, participating in Level B, with no or limited decision-making capacity concerning strategic development.



However, in total 90% of the participants concerned the participation in the programme as at least 'sufficiently' useful in their daily work within the transport and customs administration or transport industry.

4 Efficiency of the programmes and sustainability

Most useful topics of the Programme

The assessment of the most useful topics² by the participants led to the following ranking (169 usable answers):

- Customs and trade and transport facilitation (21.1 persons ranked as most useful topic)
- Issues of development and implementation of multimodal transport (12.9 persons)
- Specific customs-related questions, like risk assessment, pre-arrival operations, specific control methods, co-operation with trade and transport industry, etc. (12.8 persons)
- International trade and transport conventions and other specific legal questions (11.9 persons)
- Logistics and supply chain management (11.7 persons)

Other topics often mentioned were: Harmonisation of border crossing and customs procedures, Transport and regulations, Trade and transport facilitation in TRACECA region and best practice as well as issues related to transportation and storage of dangerous goods. 11 persons stated that all topics were of equal high interest.

Use of knowledge in daily work

This questions was answered by 149 participants (or 90%), indicating and commenting about which parts of the training programme they do use in daily work and or for which concrete work task the received knowledge was already useful or will be in the nearest future. As far as the answers to this question were only verbal, it was rather difficult to make measurable conclusions.

² In case if participants nominated several topics, the vote was arithmetically split into quotients.

However, analysis showed the following issues, considered to be most important output of the training seminars for the daily work of the participants:

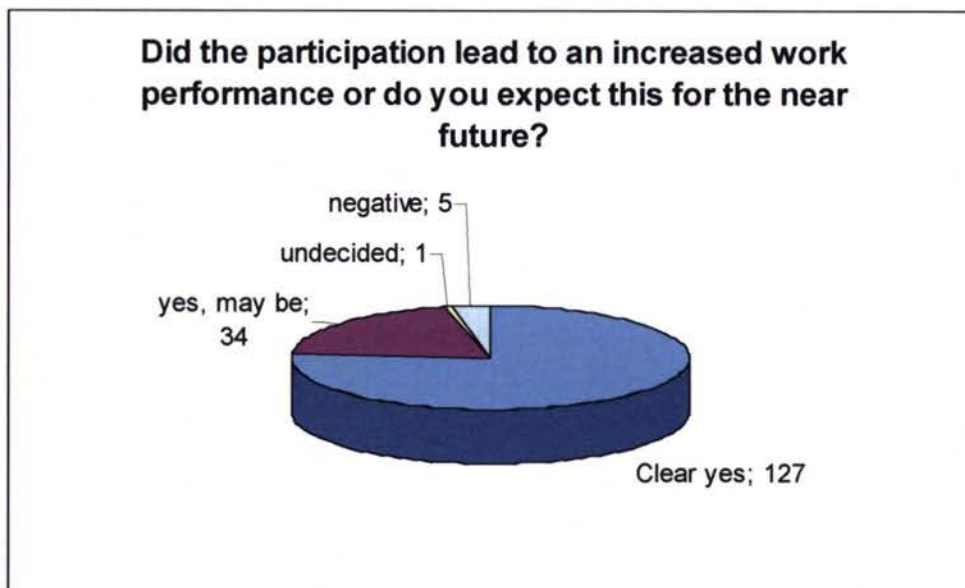
- Information gained concerning multimodal transport and logistics as very important transport market segments to be developed and supported by the legal framework (38 times mentioned)
- Better understanding of principles of international transport and customs law, especially international conventions and agreements (32 times mentioned)
- Learnt about existing modern methods of customs control and organisation of customs work and their practical implementation (30 times mentioned)
- Learnt how transport-related problems are solved in EU-countries (28 times mentioned)
- Learnt about methods and technology how to improve work of border crossing and customs control points (25 times mentioned)

A remarkable fact is that 11 participants clearly stated that they could already use (or are presently using) received knowledge in lawmaking, i.e. improvement of the legal framework for transport, especially international transport, by drafting of new national legal acts or amendments thereto, implementation of international law into national law, drafting of bilateral agreements, etc.

Only two persons stated that the received knowledge was not useful for their daily work.

Increase of work performance

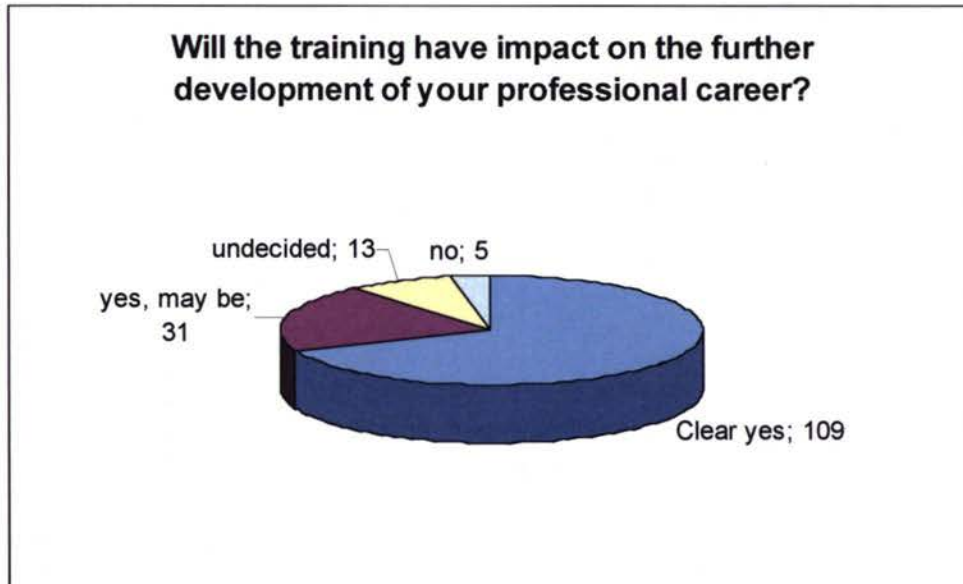
The question whether the participation in the training seminars positively influenced the work performance (or will do in the nearest future) was answered by 166 participants (96%).



Thus, 127 participants (or 76%) gave a clear statement that the participation led to an improved work performance (or that they accept it to happen in the near future). Some of the participants cited examples where and how they already could make use of the received knowledge. Only 5 participants (or 3%) denied that the capacity development seminar had a direct influence on their work performance.

Impact on further professional career

This question was answered by 158 participants equal to 90% of the questioned.



An evident majority of approx. 70% of the questioned participants clearly believes that the training will positively impact on the further development of their professional career, another 20% are not completely sure but understood the connection between training, professional competence and professional career. Only less than 5% denied a possible impact of the capacity building seminar.

A typical answer was that the knowledge gained and the material received during the seminars increased the personal professional competency, which would help in the medium and longer-term to develop the professional career within the present organisation or the transport and customs sector in general.

Dissemination of material

The question concerning the dissemination of the received material within the delegating organisation or beyond its limits was answered by 173 participants. 97% of the participants answering this question stated that they disseminated the material or parts of it to their colleagues within the delegating organisation (Ministry, administration, association, etc.) or even beyond its limits. Participants from road hauliers and freight forwarders information informed that they disseminated relevant parts of the material their associated members (or informed about the availability of the material).

In addition, 27% of the questioned participants informed that they had organised after returning to their home office meetings, short seminars etc. based on the received material concerning the lessons learnt from the training seminar. This also included passing of the material to subordinated or associated organisations, thus, ensuring a multiplicative effect.

Keeping contact with other participants

95% of the questioned participants stated that they are keeping contact with fellow participants in the training seminar. This was supported by the preparation and hand-out of address lists incl. telephone and e-mail addresses of the participants during the seminar. But a major part of the participants stated that the contact is confined to contact with participants from the own country. Nevertheless, approx. 20% made a clear statement that they are in contact with participants from other countries, even it was not explicitly asked for by the questionnaire.

A few participants, especially from the associations and the transport industry but also from MoTC's indicated that organisation of those contacts is one of the major benefits from similar programmes.

Negative aspects

The question whether there were any aspects of the training programme which you be found they were not according to the individual expectations was answered only by 88% of the participants, which could be interpreted that majority of the participants not answering were not aware of any negative aspects.

70% of the answers stated that there were no aspects, which were not according to the individual expectations of the participants. The aspects not meeting the expectations mentioned by the 46 participants (30%) were considerably differing between and partly contradictorily. The major comments were:

Table 2 Aspects not meeting individual expectations (only comments given at least by 2 participants)

Text of answer	Number
More emphasis on practical implementation, practical instructions, practical examples, etc.	8
Passenger transport was not addressed at all	3
Need more information about situation in different CIS states or other neighbouring countries rather than on EU states	3
Too less information about road transport	3
Indicating specific lessons or lecturers not meeting the personal expectations	2
Give opportunity to choose the group sessions only by the participants themselves in line with their interest or other remarks to the composition of groups in large seminars	2
Would like to have more comprehensive handout material (e.g. the full texts of the lessons)	2
Presentation of certain topics did not take into account real situation in the region	2

Some of these comments might be considered for possible future capacity development programmes, especially concerning inclusion of practical instructions and examples as well as on-site visits of relevant facilities. Another relevant issue is the stronger use of local experience and demonstration of best practise in the region as already practised during the Seminars B1, B-2 and the specialised seminar on dangerous goods.

A few of the remarks are contradictory to the project philosophy This concerns especially the remarks concerning the group composition as far as it was the idea of the project to improve mutual understanding of the problems by transport sector and customs representatives by bringing them together and not separating. Another point is the problem of passenger transport, which was not subject of the present project. However, it seems also necessary to develop capacity of managers and experts operating international and long-haul domestic rail and road transport in order to familiarise them with modern technology and technical means, marketing and management tools as well as the legal framework set up in the EU.

Recommendation of the programme

The question whether the participant would recommend the programme to others, the answer was answered very clearly: 100% of the participants answering on this question said "Yes".

5 Evaluation of programme topics

Topics to be included

The question about topics which should be included (or highlighted in more detail) was answered by 166 participants (or 95%), of them 89 (54%) made suggestions concerning topics necessary to be included. In total, 62 different topics were mentioned, of them 32 only by one participant.

The most often mentioned topics to be included (or for already included topics - to be presented in more detail) were the following:

- i. More details on logistics and supply chain management as well as organisation of logistic centres (11 times proposed)
- ii. More details on international transport law (especially on international transport conventions) and its implementation into national law (9 times proposed)
- iii. More details on methods of customs control and fight for integrity (8 times proposed)
- iv. More details on problems of TRACECA development and ideas for their solving; interconnection of TRACECA with EU transport systems (6 times proposed)
- v. More practical lessons, instructions and exercises (5 times proposed)
- vi. Questions of organisation of international transport, development of transport systems (5 times proposed)
- vii. More information on simplification of customs procedures (5 times proposed)

Nearly all of these proposed topics were already part of the seminar programmes, thus, indicating the appropriateness of the composition of the performed programmes. Most of the above mentioned proposals concerning more detailed information on legal and customs issues were made from participants of the seminars A, B-1 and B-2, which were of more general type as far as they had to address a very broad audience. Therefore, the above mentioned results also prove the accuracy of the made assignment of the specialised seminars.

Other interesting topics mentioned at least twice were, e.g.:

- More details on multimodal transport, incl. legal aspects
- Transport policy development, role of the state in transport sector regulation
- Specific lessons on road transport law
- Issues of passenger traffic
- Project development and project management, investment policy, PPP
- Port management, transition of ports to competitive market conditions
- Marketing in transport enterprises
- Information about organisation and regulation of road transport industry in Europe
- Traffic safety on roads
- Problems of transit organisation and attraction of transit traffic, legal framework for transit traffic, transit policy, transit tariffs
- Information about other transport corridors connecting Europe and Asia
- Tariff policy for transport services
- Control of movement of goods under customs transit
- Arbitration and mediation in international transport

Some of these topics shall be considered in case of organisation of further capacity building seminars. Thus, it would be useful to transfer European know-how also in fields not to be covered by the present project (according to the ToR), such like, international and domestic long-haul passenger traffic, project development and project management, investment policy and PPP, road traffic safety, marketing in transport enterprises.

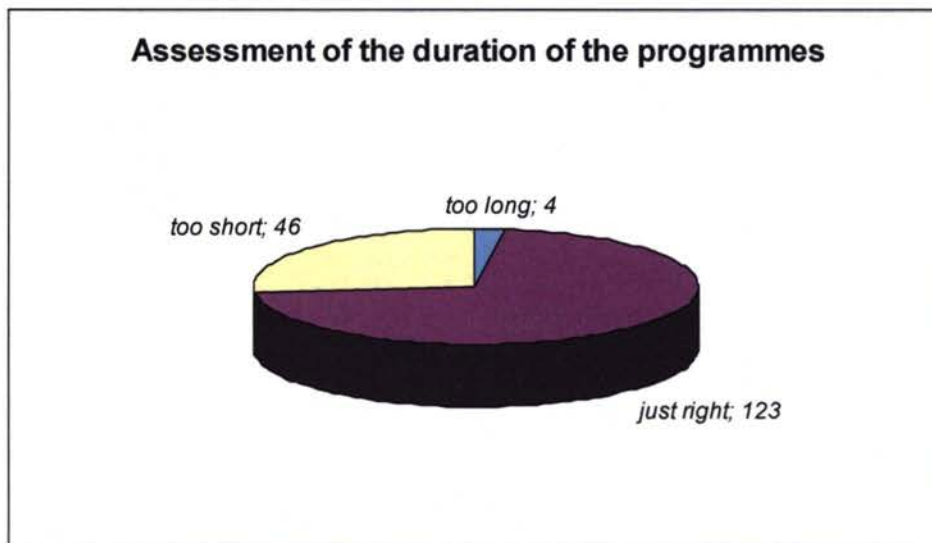
Topics not to be included

The question, whether certain topics should not have been included in the programme was answered by 162 participants, of them 158 participants stated that all included themes were necessary and none of them should be excluded from the programme. This, again, proves the made composition of the individual training programmes.

Only 5 participants stated that certain topics should not have been included in the programme. Three participants asked to exclude 'too general or basic or introductory' topics but did not specify which exact topics they had in mind. Two Bulgarian participants proposed to exclude questions on INCOTERMS, CIM, CMR and TIR or at least to reduce the time dedicated for. This is understandable from their point of view as far as Bulgarian experts (Turkey and Romania, too) are familiar with these issues due to their long history of using the respective conventions. On the other hands, participants from several CIS countries asked to dedicate more time exactly to these topics.

6 Duration of the programmes

Out of the 173 participants answering on this question, approx.70% stated that the duration of the programme was 'just right'.



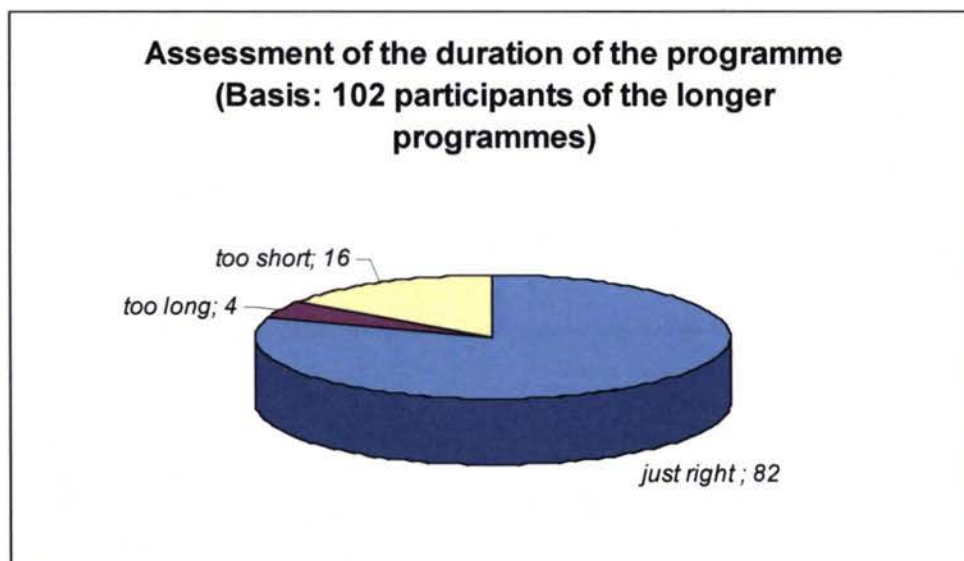
As far as the duration of the programmes was different:

- A-level and specialised seminars for B-level of one week (5 working days)
- B-1 and B-2 seminars of one and a half week (7-8 working days)

This assessment is not detailed enough; therefore, the assessment was also made separate for the one-week and the longer programmes.

Concerning the longer programme the following result was found:

80% of the participants of the longer programmes stated that the participation was 'just right' and only 4% said that the duration was too long. Another 16% of the participants think that the 1.5 week programme is still too short but 50% did not indicate what the optimal duration from their point of view is. Approx. 2/3 among the usable answers said that the optimal length would be 2-3 full weeks (10-15 working days).



Concerning the one-week programmes the situation is completely different:

Only 58% of the participants assessed the duration as optimal, whereas 42% assessed the programme as too short. It has to be noted that the percentage assessing the programme duration as optimal among the senior managers of the A-level is much higher than among the experts participating in the specialised seminars, which is not surprising as far as top manager have much more problems to leave the organisation for joining a two weeks programme.

Among the participants assessing the programme as too short more than 50% stated that the optimal duration would be two weeks.

Summarising the following result could be found:

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

7 Future training programmes

Contents of programmes

The answers to the question concerning participation in further training programmes proved the high quality of the performed seminars and the satisfaction of the participants with the received knowledge and level of overall organisation: 165 of 174 participants answered that they would like to participate in further programme to be organised within the framework of the EU TRACECA programme. 8 participants were undecided but 4 of them at the same time indicated programmes they would like to attend. Only one person said that there is no further need for him to participate in (any) training seminars after having finished one of the offered specialised seminars.

139 participants indicated concrete favourite programmes, which they would prefer to join. The five most-mentioned programmes were:

- Customs control, i.e. more details on modern control methods, fight for integrity, specific customs issues (15.4 participants)
- Programme on capacity development with broad profile similar to the programmes offered for A and B-level (with stronger emphasis on practical parts, 12.8 participants)
- International transport law and international transport conventions (10.2 participants)
- International freight transport, transport organisation (9.9 participants)
- Transport logistics, organisation and operation of logistic centres (8.4 participants)

Other potential programmes mentioned at least by 5 participants as favourite ones are: Multimodal transport; 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.

Among other interesting programmes often mentioned are: Port management and port operation; International passenger transport by road and rail; EU transport policy and transport policy development; Infrastructure development within TRACECA region and connection with EU networks; Project management and project development; Investment policy and PPP.

Financing of participation

The question was directed on the evaluation of the readiness and possibility of participation of the delegating organisations in the financing of capacity development programmes.

Table 3 Possibilities of participation in financing of capacity development programmes

	Financing possible	Financing impossible
Travel costs	16%	84%
Accommodation costs	11%	89%
Tuition fees	6%	94%
<i>Average trend</i>	<i>11%</i>	<i>89%</i>

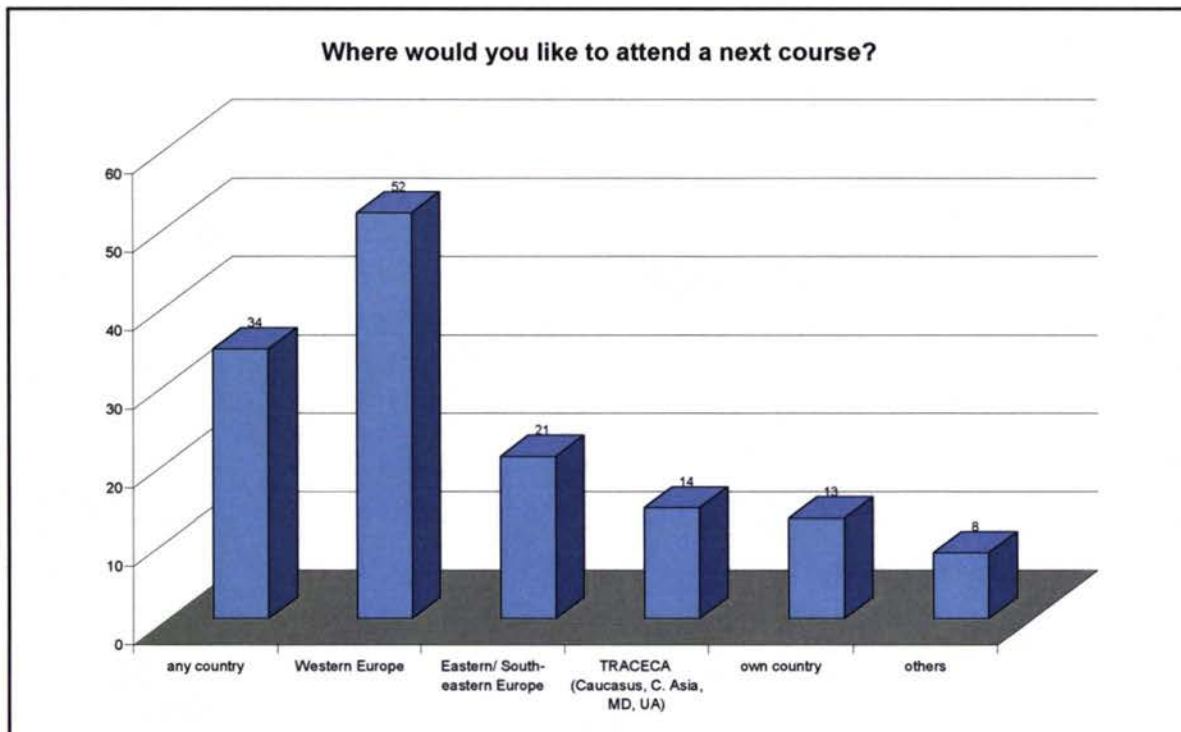
The analysis of the answers showed that the majority of the beneficiary organisations is not able to participate in the financing of similar capacity development. The highest readiness to participate in the financing of the training costs was shown by participants from Bulgaria and Kazakhstan (approx. one third of the participants), the lowest readiness - with Armenia and Turkmenistan.

The analysis showed that the highest readiness to participate could be met with railway companies/ administrations, ports and forwarding and road haulier associations. The lowest readiness could be found with organisations fully funded by the state budget, i.e. the ministries and the customs administrations.

Place of course performance

The question concerning the place of course performance was the question with the lowest answering rate (approx. 80%), which could be interpreted that for a significant part of the participation the place of performance is of much less importance compared with the content of the programme.

The analysis of the received answers shows the following result:



Thus, for approx. 25% of the participants the place of performance is not important and only about 10% would prefer to join future seminar courses in the own country.

This means that on the other hand approx. 55% of all participants would prefer courses in other countries, mainly in developed European countries but also in transition states joining EU recently or being in pre-accessing stadium (90% of the participants, who preferred courses in other countries).

This result proves the approach of the present project combining training in the region with study tours to Europe. It can be also recommended organising future seminars in most developed TRACECA countries (Bulgaria, Romania and Turkey), in order to combine TRACECA-specific aspects with familiarisation with experiences of countries preparing accession to EU and/ or having a comparatively long market-oriented history.

8 Others

Approx. 60 % of the participants used the option to make additional comments concerning the seminar and the TRACECA programme. The comments had the following content:

- Gratitude of the participants for the possibility to join the courses and for the project team and the organisation staff (35% of the answers)
- Statement that the programme was very useful for the work and interesting (25%)
- Different other statements (22%)
- Need for more capacity development programmes (12%)
- Gratitude to the EU TRACECA programme (6%)

The other miscellaneous comments included proposals for further programmes (e.g. passenger transport, railway issues) or for specific groups of participants (port authorities, maritime experts, transport operators), specific wishes to the programme organisation (e.g. to receive more handouts and other material) as well as other comments. Among the latter an interesting statement was made by 2 participants stating that too much of the hauliers and shippers still do not have enough information about TRACECA and that therefore the PR work of TRACECA programme and TRACECA corridor should be intensified.

9 Summary and recommendations

The present evaluation was based on the received post-assessment forms of 175 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 stated assessed the programme with satisfactorily, much and very much meeting the respective expectations. 76% 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 100% 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
- International trade and transport conventions and other specific legal questions
- Logistics and supply chain management

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 and international transport conventions
- International freight transport, transport organisation
- Transport logistics, organisation and operation of logistic centres

Other relevant topics are: Multimodal transport; 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.

Final conclusions

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.

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 this 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

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 third 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.

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

EUROPAID/113181/C/SV/MULTI

Training Assessment Form

January 2005



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Military Customs Institute of Uzbekistan



**CAPACITY DEVELOPMENT PROJECT
Post-Training Assessment Form**

January 2005

How would you evaluate the training programme?

1 2 3 4 5
(1: very much; 2: much; 3: sufficient; 4: little; 5: not at all)

Did the programme meet its objectives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was the programme challenging?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was the programme interesting and enjoyable?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was the programme useful for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was the programme useful for your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If the programme has been useful for you and/or for your work, please indicate which of the topics have been the most helpful to you.....

.....

.....

.....

Can you describe in a few words what you learnt from the training programme that you are able to use in your daily work (we know this is very difficult to do, but please try)

.....

.....

.....

.....



Did the participation to the training programme lead to an increased work performance or do you expect that this will be the case in the near future?

.....
.....

In how far will the training have impact on the further development of your professional career?

.....
.....

Did you disseminate the training materials to your colleagues?

.....
.....

Have you been in contact with your fellow participants in the training programmes (both from your own country as well as from other countries)?

.....
.....

Can you indicate if there were any aspects of the training programme of which you find they were not according your expectations?

.....
.....
.....

Would you recommend the programme to others?

- Yes.....
- No.....



THE TOPICS

Are there topics that you think should have been included in the programme?

- Yes
- No

If yes, name them.....

.....

.....

.....

Are there topics that you think should not have been included?

- Yes
- No

If yes, name them.....

.....

.....

.....

DURATION

What do you think about the duration of the programme

- Too long
- Just right
- Too short

In case you find the duration of the programme not right, what is the ideal duration?

.....



FUTURE TRAINING PROGRAMMES

Would you like to participate in other training programmes organised by TRACECA?

- Yes
- No
- I don't know

In what kind of training programme would you like to participate?

.....

Is there a specific course you would like to attend?

- Yes
- No

If yes, which course.....

Are you and/or your employer in the position to pay for:

	Yes	No
Travel	<input type="radio"/>	<input type="radio"/>
Accommodation	<input type="radio"/>	<input type="radio"/>
Tuition fee	<input type="radio"/>	<input type="radio"/>

Where would you like to attend a next course?

.....

YOUR ADDITIONAL COMMENTS

.....

.....

.....

.....

.....

.....

Date.....

Place.....

Thank you for completing this form. Please hand it over to the Local Project Co-ordinator in your country or the TRACECA National Secretary.

Published January 2005

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