



**FREIGHT FORWARDERS TRAINING
COURSES
EUROPEAID/120540/C/SV/MULTI**

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1 INTRODUCTION

Background

The project Freight Forwarders Training Courses fits in very well with the long TRACECA tradition that now stretches well over 10 years. Since 1993 when the TRACECA initiative was established, a range of projects has been initiated; some of the project closely related to the current training project, e.g. Transport Legal and Regulatory Framework (1997), Common Legal Basis for Transit Transportation (2004) and recently Capacity Development for Senior Transport Officials (ongoing). The Freight Forwarders Training Courses project aims to contribute to the overall TRACECA objective of higher security and improved access to international markets and increased competitiveness and improved transport performance on the TRACECA corridor through strengthening the freight forwarders industry, with focus on the associations, and improvement measures in the regulatory set-up. By doing so, the project directly adds to the aims of Multi-Lateral Agreement (MLA), as signed in 1998.

The consortium, consisting of NEA Transport Research and Training (lead); Scheepvaart en Transport College (STC); Trademco and Wagener & Herbst Management Consultants, has been heavily involved in the TRACECA region for a long period, both in the field of transport regulations, trade and transport facilitation and customs issues, and in organising training programmes in the region. From this experience, the consortium has a good understanding of the contents of the project, the required methodology and the organisation needed to fulfil all requirements. Furthermore, the 'Capacity Development of Senior Transport Sector Officials' project, which is now being finalised, provides NEA as leading organisation with an excellent local network. This network, consists of public sector representatives, with whom a band of trust has been established and private sector representatives, who can be mobilised effectively and efficiently, enabling the consortium to make a quick start.

Contents of this section on Organisation and Methodology

The consortium proposes an approach with clearly defined phases and tasks leading to measurable activities, project results and specific project objectives, under certain assumptions, as defined in the project's Logical Framework matrix (see Chapter 5). The rationale of the approach is described in Chapter 2, which consists of the comments on the Terms of Reference, the opinion of the consortium on the key issues and an explanation of the risks and assumptions. The strategy to achieve the project objectives is described in Chapter 3. In Chapter 4 the timetable of activities can be found while the Logical Framework is presented in Chapter 5.

2 RATIONALE

The rationale of the approach is described hereafter, which consists of the comments on the ToR, the opinion of the consortium on the key issues, and an explanation of the risks and assumptions.

2.1 Comments on the Terms of Reference

The Terms of Reference are precise and clear regarding the specific objectives to be achieved by the project: strengthening the freight forwarders industry in the beneficiary countries through know-how transfer, capacity building for strong intermediary associations able to care for the further development and professionalism of freight forwarding in their respective countries and improvement measures in the regulatory set-up.

Based on its broad experience in similar assignments the consortium partners would like to make the following comments (these issues are presented in more detail below):

- The importance of this project.
- Standardisation of operations and documentation: the role of FIATA and UN-ECE.
- Pivotal role of training
- Timing of study tours aimed at delivering optimal added value.
- Strong local co-ordination and network will make or break the project.
- The need to build on to existing knowledge.
- The essence to deliver sustainable results.

The importance of this project

As the TRACECA states continue to rapidly expand their international trade links, and the transport system becomes more and more integrated in the EU transport network, the need to bring relevant documents and procedures in line with international standards remains strong. This project contributes to this approach by on the one hand promoting essential alterations in the relevant regulations and on the other hand strengthening the capacity of the freight forwarders, including focus on the associations. The latter, i.e. the capacity building part, is needed as the freight forwarders industry is relatively young and still suffers some growing pains. The joint approach towards the regional freight forwarders' industry brings along the opportunity to harmonise documentation and procedures and to work in a spirit of collaboration.

Standardisation of operations and documentation: the role of FIATA and UN-ECE

FIATA is playing a very important role in standardizing operations and practices of the freight forwarding industry by issuing and developing standardized documentation and establishing training standards for freight forwarders. In fact, the freight forwarding industry is highly self-regulating.

But international transport conventions and internationally recognized documents and procedures are essential to enable and to facilitate foreign trade and to develop the trade and transport in the TRACECA corridor. As FIATA is playing (among other international institutions and organizations) a crucial role in standardizing operations and practices, the consortium proposes to involve FIATA actively in the project. One of the most important issues to address is the one on the liability of the freight forwarder and the 'grey area' between private law and public legislation: in private law the liability of the freight forwarder is being regulated, however in public law often not. Regarding the standardization of trade, transport and customs documentation, the consortium would like to involve UN-ECE actively in the project. They have played a very positive role in the implementation of the TRACECA project 'Capacity Development of Senior Transport Officials' and contributed to seminars and workshops upon special request of the consortium.

Pivotal role of training

Training is a very essential component of the project. The consortium would like to propose to develop standardized distance learning FIATA programmes for freight forwarders in the ten countries in the Russian and English language in an interactive e-learning environment and establish a network of training centres in the countries linked with FIATA Headquarters.

Therefore, the consortium has made an agreement with a specialized company in the Netherlands to join the team to transfer a paper-based version of the FIATA training programme for freight forwarders to an interactive e-learning environment. Discussions with FIATA and the national associations are needed to institutionalize this network to guarantee the sustainability of the standardized training. The "do's and don'ts" based on the experience of the establishment and functioning of the IRU Academy, which is trying to perform a similar role for the road transport industry will be taken into consideration. As the Team Leader has been the Project Director of Distance Learning Projects for Road Transport Operators in Bosnia-Herzegovina, Albania, FYROM, Croatia, Bulgaria, Romania, Russia and China, which all had been financed by the World Bank and Director of the Phare project to establish vocational training centres for road transport operators in 13 countries in Central and Eastern Europe, experiences gained in the implementation of these projects will be very useful for successfully carrying out this TRACECA project.

Timing of study tours aimed at delivering optimal added value

The Terms of Reference mention one high level study tour within the region and one study tour to familiarize the freight forwarders association with best practices in Europe. The European study tour is proposed to visit Germany, the Netherlands and Belgium. Excellent contact with associations in those countries and broad experience in organizing study tours will guarantee a successful event. Regarding the high level study tour in the region, the consortium recognizes the importance of obtaining support and establishing commitment among these decision makers.

Therefore the consortium proposes to organize this study tour at a later stage in the project when an analysis of regulatory gaps etc has been made and the first steps to fill up these gaps have been taken.

Since the identification of regulatory weaknesses is quite a specialized job, the consortium will initially work with specialists from the regulatory bodies in each country before presenting results and further requirements to the decision makers at the top level. This approach will ensure that the decision makers are made aware of any weaknesses, the steps that already have been undertaken to mitigate these weaknesses and raise support for further action.

Strong local co-ordination and network will make or break the project

Ten TRACECA member countries will participate in the project, and in order to achieve the indicated results, it is of the greatest importance to set up a project structure with a strong local presence and good co-ordination with all parties involved.

Through the project offices in Tashkent and Baku, a good and frequent co-ordination with the General Secretariat of the TRACECA Intergovernmental Commission is assured. In previous projects NEA has worked intensively with the network of National Secretaries in the different countries, e.g. in the 'Capacity Development' project. It is of great importance to involve the National Secretaries and the staff and advisors of the General Secretariat right from the start of the project.

In addition the consortium will set up a third project office in Kiev, and will appoint national co-ordinators / country representatives in all countries. This framework is based on the well-proven concept of the 'Capacity Development' project, where the national co-ordinators provided significant added value to the project team. The network of local co-ordinators has already been established in the previous project, so an immediate start of the local network is guaranteed. In addition, the training and project coordinator, together with the other Key Experts, will play a central role in local co-ordination.

The need to build on to existing knowledge

During the last years a series of training projects was executed in the different countries and a wide database of training programmes and training materials is in existence. It is important to build on what has been done before and to clearly identify in the training needs assessment which topics will have to be dealt with in greater detail. The same goes for the trainees. A number of potential trainees will have participated in previous programmes, not only in the framework of the TRACECA programme, and it is important to identify their knowledge levels and to identify the additional needs.

NEA has been involved in a number of relevant training programmes in the region and has good insight in contents of previous programmes and in knowledge levels of potential trainees. Standardised methods for carrying out training needs assessments have been developed which will be fine-tuned and be tailored for the project.

The essence to deliver sustainable results

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 the project, it is important to always keep in mind to focus on sustainable results. All activities in the project are aimed at creating improvements and benefits which will lead to quality and efficiency improvements on the short, medium and long-term.

Sustainability is the key word, and the risk that the participation to the programmes only has a limited short-term effect has to be minimised or if possible excluded.

Institutionalising the training can best be done by creating a network of training centres and by training a group of local trainers, so that in the future situation training programmes can be carried out by experts from the countries involved, gradually reducing the need for foreign technical assistance. The participation in this of the relevant industry and the associations is vital.

Creating sustainability also means that the training activity should not end by conducting the training programmes itself.

It is important to closely follow and guide the trainees and the associations after the training, and also get insight in the impact of training activities on participants, e.g.:

- Whether the participation has led to an improved work performance
- The extent to which the training contents have been translated into actual use
- Whether the training has led to a change in working methods
- Whether training materials have been disseminated
- Whether it has had an impact on participants’ further development

This training Impact Assessment is included in our approach.

2.2 Opinion on the key issues

The crucial role of the associations

The overall project objective is to facilitate multimodal transport and enable faster, safer and more reliable and efficient transport on the TRACECA corridor. This objective is to be achieved by strengthening the freight forwarding industry in the beneficiary countries through know-how transfer and capacity building for strong intermediary associations. These associations should be able to care for the further development and professionalism of freight forwarding in their respective countries and undertake improvement measures in the regulatory set-up.

The consortium has wide experience in strengthening national associations of road transport companies during the last 10 years.

Although the focus of the activities of associations of freight forwarding companies differs from the activities of associations of road transport companies, there are many common tasks and functions in the field of information, research and training: country transport documentation; customs regulations; transport costs; safety; intermodal transport; international regulations and treaties; research information centres; establishing companies; cost developments; surveys on shipper demand in transport & logistics; benchmarking; forecasting transport flows; FIATA training; specialized training.

The project may contribute to the strengthening of the national associations by developing further the tasks and functions of the associations and operational business plans for the national associations with assistance from FIATA. The consortium proposes to organise joint training sessions with FIATA.

The complexity of the legal framework

The legal framework for the freight forwarding industry is a very complicated issue, which even in Member States of the European Union still provokes discussion among the main stakeholders. The profession of freight forwarder is not regulated as the profession of road transport operator is, which, according to EU Directives and national transposed legislation should comply with detailed requirements of good repute, financial standing and professional competence (Directive 96/26/EC as amended by 98/76/EC). Experiences in a professional education system for freight forwarders exists in Germany with the dual education system (professional training and theoretical education) within a framework programme and examination by the chambers of commerce which conform with the FIATA minimum standards. Within the consortium we are able to bring in the specific experience of Wagener & Herbst in this field.

The logic of proposed interventions

The project does provide a clear intervention logic, i.e. the activities as described in the ToR and elaborated in the Chapter 3, Strategy, contribute to the three defined results (changes in regulations; strengthening of associations; training for forwarders), under certain defined assumptions. The three defined results, against under stated assumptions should contribute to strengthening the freight forwarding industry in the beneficiary countries through know-how transfer and capacity building for strong intermediary associations. The intervention logic, as well as the assumptions and indicators are presented in the Logframe matrix in Chapter 5.

2.3 Explanation of the risks and assumptions

Assumptions

The principal assumption is that the ratification of the Basic Multilateral Agreement on international transport for the development of the Europe-Caucasus-Asia Corridor and the endorsement of the Terms of Reference provides a sufficient mandate for the consortium in each state to resolve the many issues that may arise.

Since the project focuses on strengthening the national freight forwarder associations with the aim to smoothen the procedures for transport in the region, it is likely that the existing and to be established associations will support the project since the members of these associations directly benefit from the decreased administrative burden this project aims to achieve through the encouragement of a common regulatory framework. Therefore it is expected that these associations will give full technical and logistic support and will have a strong commitment towards the objectives of the project and the requirements for implementation.

A second important assumption is the establishment of close co-operation and relationship between FIATA, UN-ECE and the target groups in order to promote the international standards in the region. As outlined in Paragraph 2.1, Comments on the ToR, the consortium foresees and propose a strong contribution from FIATA and UN-ECE. This expectation is based on excellent contacts established in previous and ongoing projects and discussions held with those organisations in preparation for this project. Besides the two key assumptions mentioned above and in the ToR, the Logframe in Chapter 5 presents a number of additional assumptions made that the project needs to meet in order to deliver the results and optimally contribute to the stated objectives.

Risks

The project has several risks, as described in the Terms of Reference. In its approach the consortium proposes means to decrease these risks as much as possible:

- The first risk mentioned in the Terms of reference is that institutional strengthening of Forwarding Associations and modern training lacks adequate support by the beneficiary countries in terms of training facilities and equipment.
- The consortium will mitigate this risk through the involvement of the many contacts in the region that have been established in the past ten years and specifically in the current project "Capacity Development for Senior transport Officials". Since aforementioned project provides extensive training to senior transport officials, which also included representatives from national forwarding associations and freight forwarders, the consortium has access to state of the art training facilities and equipment.
- Another risk might be that the associations are not willing or able to actively support the project and participate in project implementation by providing the necessary manpower, equipment and facilities. Although the consortium does not consider it very likely that the associations are not willing to support the project since the project is in the direct interest of the members of these associations, the ability of these associations to support the project is less certain. The consortium foresees to deal with this through the early and direct involvement of specifically designated members of these associations, thus ensuring that the national associations take "ownership" of the project and its aims.
- A major risk is that the foundation of new associations may take time beyond the scope of this project. The consortium recognises the risk this poses and therefore aims to start with setting up these association as early as possible in the project.

Interested freight forwarders will be brought together in common sessions during which the advantages of associations will be highlighted. If the individual freight forwarders are convinced of the advantages of such an association the establishment within the scope of this project should be possible.

- The last risk mentioned in the Terms of Reference is that the selection procedure or the selection results for candidates for training and study tours are not accepted or followed by national decision makers. The selection criteria and selection process that was developed by the consortium leader in the “Capacity Development for Senior transport Officials” will be used to mitigate this risk and specific attention will be paid to ensure that the most qualified persons are selected for the training instead of persons “nominated” by their superiors. On the basis of the criteria specified and the training needs assessment interviews, the team proposes the candidates for the programmes. In case of disputes, the advice of the local TRACECA office will be asked.

3 STRATEGY

3.1 Outline of the approach

The approach proposed by the consortium is based on experiences of the consortium leader in previous TRACECA and PHARE training projects and organising training for trainers programmes for the road transport sector in Europe, Africa and Asia. Lessons learned and feedback given by the participants within the scope of these projects have been incorporated in this project proposal. The consortium covers a wide range of expertise from freight forwarding to institutional development and training.

Phases and tasks

In order to deliver the objectives, as stated in the ToR and previous chapter, consortium propose a number of phases and tasks, as presented in Table 3.1. The phases, apart from the Inception phase, follow the three defined results.

Phases	Tasks
0. Inception	Task 0: Inception
1. Promotion of necessary changes in legislation	Task 1A: Analysis of existing situation Task 1B: Benchmark with EU countries Task 1C: Promotion of changes in regulatory framework
2. Strengthening of national freight forwarders associations	Task 2A: Setting up freight forwarders association in Kyrgyzstan, Turkmenistan and Tajikistan Task 2B: Inventory of difficulties encountered and an outline of a strategy for strengthening association Task 2C: Advising existing freight forwarders associations Task 2D: Encouragement of and assistance to the foundation of training centres Task 2E: Dissemination of information for freight forwarders Task 2F: Study tour for freight forwarding associations
3. Specialist training for freight forwarders	Task 3A: Training needs assessment Task 3B: Selection of trainees Task 3C: Selection and development of training materials Task 3D: Implementation of training programme Task 3E: Training Impact Assessment

The phases and tasks are described in detail in Paragraph 3.2.

Relationship between phases and tasks

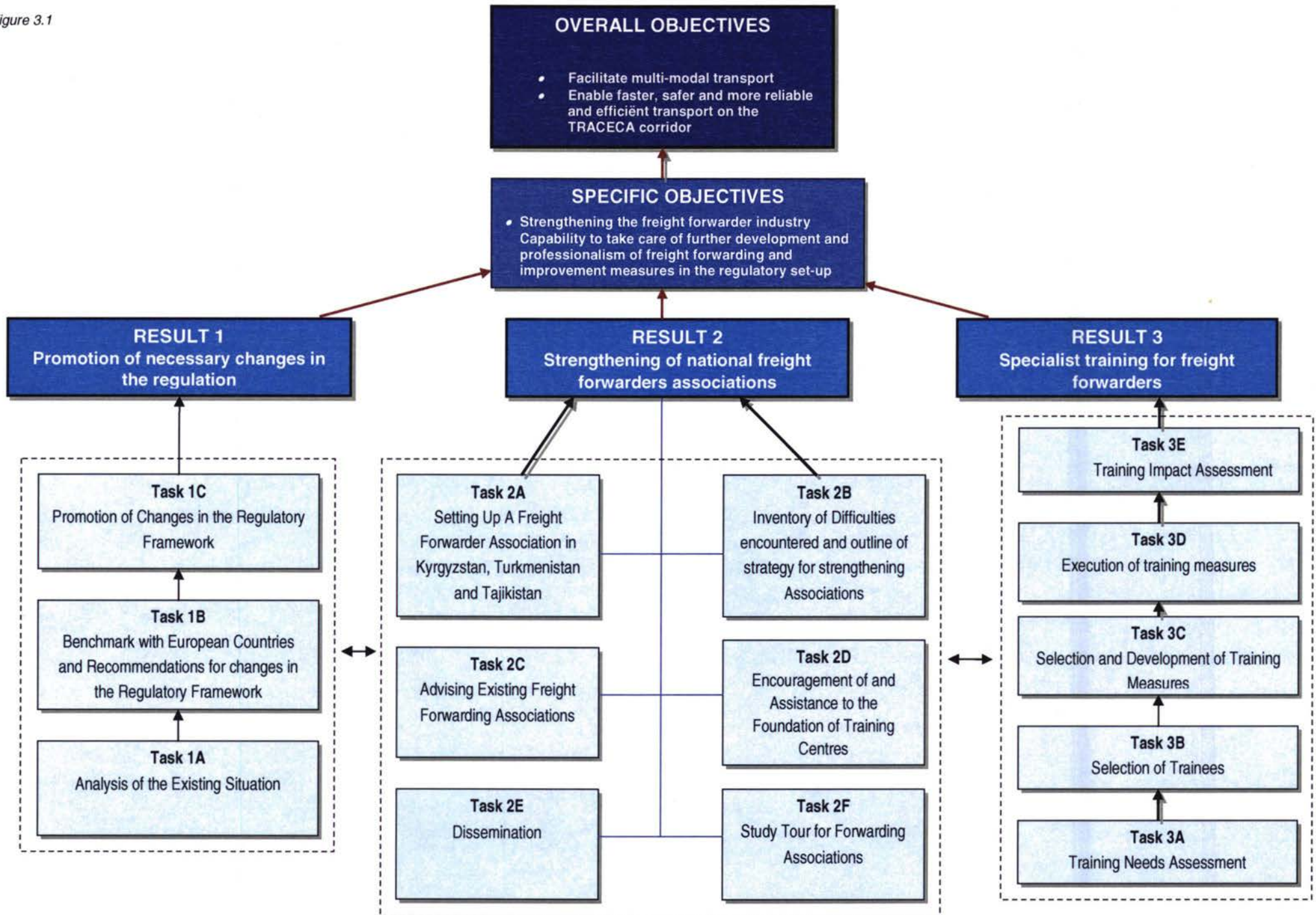
A strong relationship exists between the defined phases and tasks. At the level of phases, the inception phase provides the basis for the delivery of the phases 1-3. During inception, the scope of activities, as well as the planning and programming of activities will be fine-tuned in close co-operation with the client.

Phase 1 provides a basis on contents regarding regulation; something that provides direct input in the closely related phase 2, aimed at the associations, and 3, focused on training.

At the level of tasks there is a clear relationship between the tasks and activities within one phase; often there is a direct input-output relationship. In some instances there is also interaction between tasks, linked to different phases, e.g. the establishment of training centres attached to the associations (Task 2D) and selection of trainees (Task 3B).

Figure 3.1 on the following page provides a graphical presentation of the relationships between the phases and tasks.

Figure 3.1



Key features of the approach

The following items are considered to be key features of the approach:

- A comprehensive investigation and analysis of the existing situation with regard to the regulatory framework and the actual situation of the freight forwarding and transport industry in each of the TRACECA countries;
- Benchmarking the existing situation between the TRACECA countries and with a number of European countries including The Netherlands, Germany and the United Kingdom;
- Country-wise recommendations for improvements of the regulations and access to the profession and the market as well as the adoption and usage of transport documents;
- Assistance to the drafting of revised national laws, rules and regulations, procedures and documents again taking the relevant technical annexes of the MLA, European best practice and FIATA and UN-ECE standards into account, as well as assistance to the approval process of the new legislation;
- Highlighting the difficulties freight forwarder associations face within their countries and outline of a strategy for strengthening of those important intermediary institutions within the sector;
- Outline of a detailed training programme for Forwarder Associations and Forwarders to be approved by the EC Task Manager;
- Country-wise discussion and dissemination of findings with major responsible stakeholder in the respective countries;
- Encouraging and assistance to the foundation of FIATA associations to those states without a recognised one;
- Advising existing freight forwarding associations in all matters concerning the improvement of its services for its members;
- Encouraging and assistance to the foundation of training centres attached to the associations;
- Assist freight forwarder associations in dissemination and publication of relevant information to different addressees via brochures, web-pages, press releases, etc.

Project organisation

The project will establish a permanent project office in Tashkent. Satellite offices will be established in Baku and Kiev. The satellite office in Kiev, where the Leading Consultant recently has established a locally managed Logistics Platform, has been added to ensure the regional emphasis which is so essential in the execution of this project. In this concept for a regional approach Tashkent covers the Central Asian region, Baku covers the Caucasian region and Kiev covers Ukraine and Moldova. The idea is to appoint in each country a project representative or local coordinator. Below the set-up is presented in more detail.

(a) Main project office

The project will establish a permanent main Project Office in Tashkent, on the premises of the national Freight Forwarding Association. The office will have a frequent presence of the Team Leader and Legal Expert and the Training and Project Coordinator. The project office will be permanently staffed by local staff.

(b) Satellite Offices in Baku and Kiev

On the premises of the IGC TRACECA permanent Secretariat in Baku, a satellite office will be established. It will be semi-permanently staffed by local staff. Another satellite office will be established in Kiev, on the premises of the Office of the Logistics Platform in Kiev.

It will be semi-permanently staffed by local staff of the Logistics Platform.

(c) Country representatives

In every country a country representative will be appointed. These representatives will be responsible for all local assistance needed by the expert team. The representatives are selected from the existing network of NEA in the respective countries.

Two examples of organisation we aim to use as country representatives will be NIIT and SPECTRUM.

NIIT

NIIT will be asked to perform the role of country representative for Kazakhstan. It will aid in the selection of trainees and in organising the seminar in Kazakhstan. Furthermore NIIT's staff will provide interpretation services and translation, transportation and all other supportive functions whenever these are required in Kazakhstan.

SPECTRUM

SPECTRUM will be asked to perform the role of country representative for Georgia. It will aid in the selection of trainees and in organising the seminar in Georgia. Furthermore SPECTRUM staff will provide interpretation services and translation, transportation and all other supportive functions whenever these are required in Georgia.

Team of experts

The project will be executed by a team of Key Experts:

1. Team Leader and Legal Expert: René Meeuws
2. Trade and Transport Expert: Harrie de Leijer
3. Academic Director: Norbert Wagener
4. Training and Project Coordinator: Mikhail Prokofiev

The Key Experts are presented in detail in Paragraph 3.5.

Furthermore, a pool of experts will be involved. The role of these experts, as well as proposed short-term experts are described in Paragraph 3.6.

The approach: helicopter view

The analysis of the existing situation will be carried out by the Key Experts, making use of the extensive study results from other TRACECA projects, and projects of the World Bank, EBRD and ADB. In addition specific field surveys will be carried out. The Key Experts will be assisted by specialists from the pool of experts for the correct analysis of detailed and specialist issues.

Since the analysis of the existing situation will take place in the first phase of the project the research done in this phase provides a good opportunity to carry out a training needs assessment as well. For this training needs assessment at least the following matters will be considered: identification of relevant target groups for forwarder training, level of knowledge according to FIATA standards, other training needs and an initial identification of trainers to be trained within the course of this project.

Based on the analysis of the existing situation and the training needs assessment the project will set up various training measures, which will include at least:

- Two study tours: one high level study tour within the region and one study tour to familiarize the freight forwarders association with best practices in Europe.
- Workshops.
- Five Regional training measures focussing on the difficulties and benefits of implementation of standards and of documents based on the best European practices and international conventions.

Each participant to the programmes will develop a back-home action plan during the programmes, to provide an individual plan to be able to win colleagues, decision makers and politicians for new ideas and plans and know the steps for its implementation.

Finally recommendations for implementing training centres and permanent training programmes will be given, based on the analysis of the existing situation, the study tours and training programmes and the feedback of the participants in order to ensure sustainability.

3.2 List of proposed activities

The objectives

The overall objective of the project is to facilitate multimodal transport and enable faster, safer and more reliable and efficient transport on the TRACECA corridor. The expectation is that this will finally result in higher security and improved access to the market.

The strengthening of the freight forwarder sector in the TRACECA countries through transfer of knowledge, capacity building for freight forwarders associations that are strong and able to take ownership of the further development of professionalism of the freight forwarding and develop improvement measure for the regulatory set-up.

To deliver the objectives of the project, a number of project phases and tasks are identified, as outlined in Paragraph 3.1. These phases and tasks are described in detail in this Paragraph.

3.2.1 Phase 0: Inception

The inception phase provides the basis for the implementation of the remainder of the projects, i.e. the delivery of the three defined results.

In the inception phase the project team will be mobilised. Initial meetings are proposed with the Task Manager and the TRACECA Permanent Secretariat. During these meetings the consortiums propose to discuss at least the following subjects:

- Comments on the approach presented in this proposal.
- Set up of the working procedures, including nomination of formal contact persons.
- Discussion on the envisaged organisational set-up.
- Discussion on mobilisation of pool of short-term experts.
- Discussion on the available background documentation, which has yet to be passed on to the Consultants.
- Discussion on role of FIATA and UN-ECE.
- Discussion on the planning of the workshops, study tours and training programmes during the course of the Project.
- Discussion on the detailed planning, including meetings, reporting and other milestones.

The consortium will produce an Inception Report within two months after the commencement of the project. This Inception Report will contain initial findings and propose modifications to the methodology and work plan, as well as possible modified institutional set-up and mobilisation of the pool of short-term experts.

3.2.2 Phase 1: Promotion of necessary changes in the regulation

This phase coincides with the first result to be achieved within the scope of this project, i.e. the promotion of any necessary changes in the broader issue of regulation. This relates to necessary laws, rules and regulations, to the access of the profession as well as to the adoption and usage of transport documentation. The promotion of these necessary changes needs to take place on country level but the aim is to encourage the states to adopt a common regulatory framework which will be proposed by this project.

The activities that the consortium proposes to carry out to achieve this first result are as follows.

TASK 1A: Analysis of the existing situation

A comprehensive investigation and analysis of the existing situation with regard to the regulatory framework and the actual situation of the freight forwarding and transport industry in each of the TRACECA countries needs to be carried out in order to be able to define which changes in the regulation on a national level are required.

The analysis of the existing situation will include at least:

- A critical analysis of the documents that are currently used by the freight forwarding sector in each country.
- A comprehensive overview of anomalies, contradictions, monopolies and restrictive practices.
- The identification of regulatory gaps and vacuums.
- An in-depth analysis of the organisational structure in the market of freight forwarders and of major players in the market on a state by state basis.
- Careful identification of the national regulatory bodies.
- Evaluation of existing know-how and training needs in the freight forwarding sector (TASK 3A).
- Practical implementation and common usage of the protocols on the annexes of the Basic Multi- Lateral Agreement (MLA) on freight forwarding and on multi-modal transport of the intergovernmental Commission of TRACECA.
- An analysis of the current position of freight forwarder associations in terms of market coverage, i.e. the number of freight forwarders that are member of the associations, relationship with regulatory bodies and the main difficulties that are encountered, etc.
- Liability of freight forwarders: differences in legislation.

The analysis of the existing situation will lead to ten country reports each addressing the abovementioned issues. A common format for a national report will be made that provides a guideline for the information to be collected and an assessment on a national level. The common format will be sufficiently strict to allow for easy comparison of practices later on whereas on the other hand sufficient space is given to highlight country specific interesting practices.

The analysis of the existing situation will be carried out by a team consisting of one key expert from the project team, one of the experts from the pool of experts for specialized areas and one representative of a freight forwarders association or a regulatory body in the country that is targeted. This has the large advantage that this study can collect information from within the system (through the representative of the association) rather than through an outsider (questionnaire) approach. Moreover we can approach regulatory bodies that are relevant to this study such as Ministries of Transport, Ministries of Justice, Transport Inspectorates and training centers etc. from the 'inside'. Finally, the involvement of a representative from the freight forwarders association or a regulatory body will create commitment to the project and will enable these organizations to take ownership of the subject at hand.

The exact list of further parties that will be approached will ultimately depend on country specific division of competencies and gaps in the availability of information.

In preparation of any contacts made, we will ensure that we already have at least the basic knowledge on national legislation etc. so that we will not be bothering institutions with requests for information already available. The consortium has acquired this basic knowledge partly through its experience in the TRACECA region and the European Union.

NEA and its local partners have had a role in several projects in this field, and therefore can have relatively easy access to all relevant information and organisations.

Another relevant project in which NEA was involved is the "International Road Transport Transit Facilitation Project" (TRACECA). Noteworthy is the Trade and Transit Facilitation Project for Central Asia that NEA has recently finished for the World Bank.

The ten country reports will allow for easy comparison through their common format and will thus provide the basic technical features for benchmarking the existing situation between the TRACECA countries and European countries, which is part of task 1B.

TASK 1B: Benchmark with European countries and recommendations for changes in the regulatory framework

The ten country reports will provide the input for the benchmark between the TRACECA countries and European countries. Based on the country reports key indicators will be identified and these indicators will define the lines along which the benchmark will take place.

Although the main key indicators will be established during the analysis of the existing situation, the consortium foresees the inclusion of at least the following indicators:

- Number of freight forwarders in the national market.
- Membership of associations.
- Regulatory bodies involved in drafting the legislation concerning the transport of goods.
- Level of cooperation between association and regulatory bodies.

- Application of FIATA regulations and international conventions which are relevant for the forwarding industry.

Based on the ten country reports and the benchmark with European countries, recommendations will be made concerning the documents that are currently used in freight forwarding activities, the improvement of restrictive practices, the creation of a level playing field and the improvement of the regulatory framework.

These recommendations will be made on a state by state basis, while at the same time making sure that any changes in the regulatory framework lead to the adoption of a common model regulatory framework for all countries targeted by the project.

TASK 1C: Promotion of changes in the regulatory framework

Task 1A and Task 1B will finally result in the promotion of changes in the regulatory framework which is one of the main results to be achieved by the project. This promotion takes place on four levels:

1. Having gained insight in the existing situation through an analysis involving all relevant associations and regulatory bodies, a first step towards a higher awareness of these parties concerning the importance of regulatory changes has been taken.
2. Based on the recommendations of Task B, the second step in the process of promoting change in the regulatory framework will be taken through the organisation of a number of workshops for the key stakeholders in each of the TRACECA countries.

In each country an interactive workshop will be organised in which the main results of the analysis will be discussed and feedback on the recommendations can be given by the participants of the seminar. Key stakeholders of each country will be explicitly invited to provide input on the results and a common ground will be established for the recommendations given in TASK B.

3. The country reports, the benchmark and the interactive workshops all contribute to gaining insight in the existing situation. With this insight a start can be made with the assistance the draft of, and in case of countries with the most backlogs, drafting of revised national laws, rules, and regulations, procedures and documents. This will all take place in line with the relevant technical annexes of the MLA, best European practices and UN-ECE standards.
4. The fourth step will be the organisation of a study tour consisting of three regional seminars in Tashkent, Baku and Kiev to disseminate project findings among major decision makers of regulatory bodies.

3.2.3 Phase 2: Strengthening of national freight forwarders associations

The second phase coincides with the second defined result, i.e. the strengthening of the freight forwarders associations in order to enable them to actively advance the freight forwarding sectors in their countries.

The typical tasks of a freight forwarders association include:

- Representing, promoting and protecting the interest of the freight forwarding sector
- Improving the quality of services rendered by freight forwarders
- Encouraging and assistance to the foundation of training centres attached to the associations
- Following-up necessary changes in transport and customs legislation
- Implementing necessary changes in transport and customs legislation
- Co-ordination of contacts and exchanges with international FIATA associations as well as with their “sister” organisations in other TRACECA countries.

The consortium proposes to strengthen the position of national freight forwarders associations through a number of activities.

TASK 2A: Setting up a freight forwarder association in Kyrgyzstan, Turkmenistan and Tajikistan

Based on the contacts that have been established in Task 1A, analysis of existing situation, the consortium foresees to set up associations in Kyrgyzstan, Turkmenistan and Tajikistan. The seminar that will be organised within the framework of Task 1B in each of these three countries will be specifically focused on setting up a freight forwarders association. The consortium aims to create, through the seminars, sufficient support for the foundation of such an association. Experts from western European Association will be taking part in the seminar to stress the importance, and more specifically the benefits of having a strong association.

A study tour will be organised that aims at familiarising the freight forwarding associations with the tasks of European associations (Task 2F).

The study tour will specifically take into account the fact that three of the ten countries have no association as yet and will advocate the advantages of the European associations for their members as well as provide useful tips for the management and organisation of an association.

All of the measures and tasks described below are applicable to this task as well.

TASK 2B: Inventory of difficulties encountered and outline of strategy for strengthening associations

First of all it is essential to analyse the current position of freight forwarder association in terms of market coverage, i.e. the number of freight forwarders that are member of the associations, relationship with regulatory bodies and the main difficulties that are encountered.

Most of the information for this analysis will be gathered during the execution of Task 1A: Analysis of the existing situation.

Based on this analysis the Key expert on Trade and Transport working jointly with a short-term expert in the field of the management of transport associations will outline a strategy for strengthening these associations, using lessons learned and best practices from other association either from the European Union or from the TRACECA region.

This strategy will take into account the day-to-day practice of the freight forwarding sector and will specifically address some of the main problems encountered in by the associations.

TASK 2C: Advising existing freight forwarding associations

Advising freight forwarding associations in all matters concerning the improvement of its services will be an ongoing task throughout the entire project.

The results of Task 2B will be translated into a SWOT analysis covering the existing associations. On the basis of the identified strengths, weaknesses, opportunities and threats, and especially the identified information gaps, and based on the experience of the consortium partners regarding freight forwarding associations in Western Europe the consortium will give advice to existing freight forwarding associations in the fields of:

1. Managerial, organisational and institutional issues.
2. Transport issues relevant to the scope of services of these associations.

TASK 2D: Encouragement of and assistance to the foundation of training centres

The consortium leader has extensive experience in setting up vocational training centres for the transport sector. In the Phare project “Vocational Training Centres in Road Transport” which was executed in 1999, NEA set up training centres in the accession countries of that moment.

The experience gained in this project and other similar project will enable the consortium to both encourage and assist the foundation of training centres attached to the association of national freight forwarders or when appropriate to facilitate agreement on cooperation between the associations and already existing training centres.

The course materials to be developed under TASK 3C of this project can be used for the training of freight forwarders in these training centres.

The e-learning-platform developed in this project will be of additional use for the training centres since it enables self-study and supports further education.

TASK 2E: Dissemination

Since the reason for the foundation of an association is providing advise to its members, protecting their interests and the creation of a level playing field, the dissemination of information to its members and other key stakeholders is an essential part of the activities of any freight forwarders association.

The short-term expert on dissemination and public relations will spend most of his time on assisting associations, both the existing ones and the ones that are to be established, with the dissemination of information and building a strong public image in order to be recognised as the main partner for governments in policy development.

TASK 2F: Study tour for forwarding associations

An essential task within the activities aimed at strengthening the freight forwarders associations is the organisation of a study tour aimed at familiarizing the freight forwarding associations with the tasks of similar association in Europe.

The aim is to have at least four participants from each country to participate in the study tour to the Netherlands, Belgium and Germany.

During this study tour the participants will discuss with representatives of freight forwarding associations, forwarders and responsible authorities (ministry of transport, chamber of commerce) objectives, development, structure of associations and co-operation with members and other parties. Particular attention will be given on best practice examples of the positive influence of freight forwarder associations on legal regulations, professional basic education and further education and on promotion of modern technologies and infrastructure investments (standardization of loading units, telematics, logistics, intermodal terminals etc.).

3.2.4 Phase 3: Specialist training for freight forwarders

The third phase matches the third defined result to be achieved within the scope of this project, i.e. to make specialised training available to freight forwarders in the region. Such training should cover at least FIATA standards, UN Documents and best European practices and should be designed towards the know-how needs of relevant state regulatory bodies, the associations and staff members of the freight forwarding industry.

To achieve this result the consortium proposes a number of tasks and activities.

TASK 3A: Training Needs Assessment

An essential starting point for the development of any training programme is a training needs assessment. Therefore the consortium proposes to make the training needs assessment an integral part of the analysis of the existing situation (TASK 1A).

This Training Needs Assessment will be carried out by interviewing and/or using a standardised questionnaire which will identify the knowledge, the possibilities and restrictions of possible candidates within the associations, the regulatory bodies and staff members of the industry.

The training needs assessment will also be used as a selection tool for candidates for the programmes.

The interviews and questionnaire-work will be carried out in person by one of the Key Experts, more specifically the Academic Director and the Training and Project Coordinator.

The standardised questionnaire will help to identify the present and future needs for professional knowledge in certain areas of transport and to assess the actual knowledge of potential candidates in:

- International rules for foreign trade (terms of delivery and payment, Incoterms, ICC).
- Customs regulations (customs procedures, TIR).
- International conventions, rules and good practices in the different areas of freight transport (road, rail, air, sea, inland shipping, intermodal transport, perishable goods, dangerous goods heavy lift etc.).
- Technical solutions in forwarding and transport (IT, transport and handling technologies, technical standards).
- International institutions and their role (UN-ECE, UNCTAD, FIATA, ICC etc.).
- Internationally used transport documents.
- Management and day-to-day-practice (organisation, cost accounting, pricing, sales, contracting, invoicing) in forwarding.
- Knowledge of western European practise with regards to freight forwarding and the use of the correct documents.

The interviews with the associations, regulatory bodies and forwarding companies are to gain their expectations and basic information concerning the design of the training in this project and the later permanent training programme:

- Number and work areas of potential candidates for training.
- Optimum organization of the programme (off the job, on the job, distance learning, modules duration), possible risks.
- Prioritization of training subjects.
- Procedures concerning examination and certification.

TASK 3B: Selection of trainees

It is proposed that, through the local project offices and the country representatives, a list of potential candidates is to be prepared in very close co-operation with the beneficiaries of the project.

The list should contain more names than the actual number of candidates that can be accepted.

In this way the best possible candidates can be selected and a proper distribution among the different organisations will be safeguarded. The selection will be based on a number of clear and objective criteria, which will be specified further during the needs assessment.

The training needs assessment and the interviews and questionnaires will generate a list of potential candidates for the training programmes. Using standard evaluation criteria (which will be supplied beforehand) a proposal for candidates will be submitted by the beneficiary organisations.

The experience of the consortium leader gained in the project “Capacity Development for Senior Transport Officials” will be used extensively in the selection procedure.

The training will also be targeted at participants of future TRACECA member states as well as at experts of the Permanent Secretariat of IGC TRACECA.

The selection process standard form will give clear information concerning the grounds on which candidates have been selected and concerning the position and the improvement capacity of the candidates. Each list of candidates shall be sent to the Task Manager for approval.

TASK 3C: Selection and Development of training measures

The completion of the training needs assessment enables the selection and development of training measures. The training should focus on transfer of know-how and shall:

- Make FIATA specialist training available to the regions freight forwarders.
- Contact UNECE Trade additional support.
- Include the preparation and provision of a series of intensive seminars on the FIATA recommended process for management and day-to-day practice in the freight forwarding industry. The training will contribute to the strengthening of the national associations by developing further the tasks and functions of the associations and operational business plans for the national associations with assistance from FIATA. The consortium therefore proposes to organize various seminars on this issue in close cooperation with FIATA specialists;
- Provide a full set of documents and manuals for practitioners, including terms of trade, waybills, contract forms for carriage, insurance and customs procedures.

Since the consortium leader is also project leader for the project on “Capacity development for Senior Transport Officials”, the consortium foresees to be fully able to complete this project.

The training will be delivered through the existing freight forwarding associations and the ones to be founded within the scope of this project. Apart from strengthening the position of the freight forwarders associations in the region (RESULT 2), this will also accommodate the foundation of training centres as described in TASK 2D.

The training measure will focus on the training of lecturers and not so much on training large numbers of freight forwarders. Through an intensive “training of trainers”, the training of the freight forwarders will be facilitated by conveying knowledge to these lecturers which subsequently transfer their knowledge to trainees from freight forwarder companies and regulatory bodies in the established training centres.

The e-learning platform will be open for personnel in the forwarding companies and will serve as a knowledge base for good forwarding practice. It will promote the sustainable distribution of international standards and documents.

Apart from training taking place on a national level, specific training measures will be targeted on more than one country, thus ensuring a regional approach. Since one of the main results to be achieved is that all countries adopt a common approach towards freight forwarding and the transport of goods, it is essential to keep this regional approach on the forefront of the training measures. A regional approach will ensure a common understanding of the rules and regulations and will furthermore provide a platform for networking and regional contacts between stakeholders.

TASK 3D: Implementation of Training Measures

The main aim of this task is to execute the training measures that have been developed in TASK 3C.

Study tours

The consortium will organise study tours. These study tours have a link between the training and the other objectives of the project.

A study tour will be organised to disseminate project findings among major decision makers of regulatory bodies to disseminate the findings of the project. A minimum of two participants per country will take part in this study tour.

Although one can consider it to be a training measure the consortium feels that this study tour should be part of the task that are being executed for the achievement of Phase 1: Promotion of necessary changes in the regulation, and more specifically TASK 1C: Promotion of regulatory changes.

Another study tour will be organised aiming at familiarising the freight forwarding sector with the tasks of European associations. For this study tour a minimum of 4 participants per country, and 5 for those countries that do not have an association yet, will be selected. Also in this case the study tour can be considered to be training measure, however the consortium feels that this study tour contributes largely to Phase 2: Strengthening national freight forwarder associations, and will be executed as TASK 2F.

The candidates for the Study Tours to Western Europe are selected from the participants to the training programmes. Candidates that have not fully participated in the training programmes will be rejected for the Study Tour.

Selection of the candidates will be done after the finalisation of the training programmes, using a standard form. A proposal will be made by the consortium, which will be submitted to the beneficiaries. Again in case of disputes, the local TRACECA office will be asked to intervene.

The visit to real life situations will bring new insights to the participants and demonstrate that the practices and concepts from the training programmes already exist. Discussions with counterparts and managers will be included in the Study Tours.

The Study Tours will have a duration of ten days.

Workshops

Furthermore various workshops will be organised to disseminate the findings of TASK 1A and 1B concerning the analysis of the existing situation and the benchmark against the European countries. These workshops are part of TASK 1C: promotion of changes in the regulatory framework. The workshops aim to create awareness for the needs for change and to develop solutions for improvements. Since the participants of the workshops are decision makers from the authorities this leads to a higher commitment and better implementation.

Regional Training Programmes

At least six regional training programmes will be organised. Two training programmes will be organised in Tashkent for the Central Asian region, two training measures will be carried out in Baku for the Caucasian region and two training programmes will take place in Kiev for Ukraine and Moldova. Each training programme will focus on a selection of topics according to a predefined scheme, taking into account interdependency and sequence of topics.

The training programmes will focus on the areas where the regulatory analysis and the needs assessment have shown deficits in the regulatory framework and in the knowledge of FIATA minimum standards.

Contents

The training programmes will include at least the following topics:

- Difficulties and benefits of the implementation of the documentation and standards recommended by:
 - UNECE
 - FIATA
 - Etc.
- Multi-Modal transport.

- Transport of dangerous goods.
- Transport of perishable foodstuffs.
- Data transfer to customs offices/border crossing points, to ferry operators, to ports and terminals, including Electronic Data Interchange.
- Modern customs clearance methods, including possibilities of pre-clearance for customs.
- Key issues in Adult learning and education using Kolb's adult learning model.
- Liabilities, responsibilities of the involved transport partners.

After these training programmes, the participants will have knowledge concerning:

- Best practices in lobbying towards legal changes and their implementation and enforcement.
- International regulations and documents used for facilitation on railway, maritime, road, air, multimodal transport as well as border crossing procedures.
- International regulations and documents used for the transport of dangerous and perishable goods.
- Modern information technologies and data exchange.
- International forwarding documentation elaborated by FIATA such as the FIATA Forwarders Certificate of Receipt (FCR), Forwarders Certificate of Transport (FCT), FIATA Warehouse Receipt (FWR), Negotiable FIATA Multi-Modal Transport Bill of Lading (FBL), Non-negotiable FIATA Multi-Modal Transport Waybill (FWB), Shippers Declaration for the Transport of Dangerous Goods (FIATA SDT), Shippers Inter-Modal Weight Certificate (FIATA SIC) and FIATA Forwarding Instructions (FFI).

Next to that attention will be given to the following topics:

- The Multi-Lateral Agreement (MLA) on International Transport in the transport corridor Europe-Caucasus-Central Asia.
- The four supplementary technical annexes of the MLA on customs, road, maritime and rail transport.

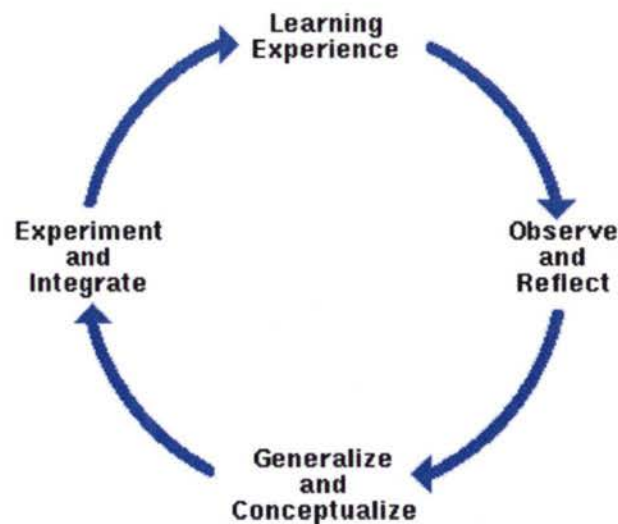
One of the likely risks in the project is that authorities and national agencies are not informed about, or do not respect the engagements of the MLA and its Annexes.

For this reason, a specific training session will be included on the content of MLA and its Annexes.

Included also, will be the expected benefits and improvements of its implementation, so as to increase the acceptance level. Also examples of the western practice, illustrating these advantages, are important in this respect, as are the results and recommendations of other relevant projects in this field. By including these, the risks are minimised.

Methodology

Our methodology for training bases on the Kolb's learning model for adult learning. That means we understand the training program as part of the learning cycle. So the training must be tailor made according to the results of the needs assessment which analyses the experiences and the reflections of the participants concerning the forwarding practices and the regulations in the regions. Within the training programme the participants will gain general and applicable knowledge and concepts which they can apply and integrate in their practice.



In order to achieve application of the knowledge to be trained it is of utmost importance not only to transfer knowledge in one direction (instructive training) but also to exchange experiences and to integrate the participants (interactive training).

The trainers will apply a variety of approved training methods. A multi-method approach is ideal, consisting of a mix of the following components:

- Lectures;
- Presentations;
- Case studies;
- Practical exercises;
- Discussions.

Use will be made of video, slides, overhead projection, and computerised animation.

After each training we will have a short feedback session in order to assess the quality of the training and to ensure a continuous feedback of the participants to the trainers so that areas for improvements can be identified and be considered quickly.

Also each participant will be asked to fill in an evaluation form concerning the training programme, including recommendations. These feed-back forms will provide valuable information for the other training programmes within the scope of this project, study tours and possible future programmes.

Organization

The ideal number of participants in any training programme is 15, but will never be more than 20 to ensure an optimal learning environment. Should more than twenty people be trained, the number of training programmes will be increased in order to enable each person to receive a qualitative training.

Depending on the background of the candidates, freight forwarding sector or regulatory bodies such as Ministry of Transport, Railways, Customs or Port Authority, the training needs may differ.

Candidates with similar backgrounds will be placed in the same group, rather than grouping the candidates from the same country. The experiences in the previous training project "TRACECA Immediate Training Actions" and "Capacity Development for Senior Transport Officials" show that an enormous added value can be created by doing so.

The frequency and distribution of training programmes will be determined in more detail by the training needs assessment.

The draft training materials and documentation will be prepared well in advance for the start of the programme, in order to allow a quality check to take place and to ensure that adjustments can still be made. The materials will be based on FIATA training materials and will be developed according to the latest educational methods for training grown-ups and decision-makers. The quality control mechanism for the training materials, will determine the degree in which they meet the curriculum, the training needs specified, and their overall quality. Translation into Russian will be done by qualified experts through the local project offices, well before the first training starts.

For each of the training measure the consortium shall provide:

- Travel arrangements (economy class)
- Accommodation in a three star hotel
- Meals
- Pocket money
- Local transport
- Training Facilities.

Participants will receive a certificate for the training courses.

Two to four months after each training session an extra assessment evaluation of the training that the trained trainers are giving will be performed to allow for a review of the contract activities and based on that review to facilitate modifications in the training programme where necessary.

E-learning environment

Since training is a very essential component of the project, the consortium would like to propose to develop standardized distance learning FIATA programmes for freight forwarders in the ten countries in the Russian and English language in an interactive e-learning environment and establish a network of training centres in the countries linked with FIATA Headquarters. Therefore, the consortium has made an agreement with a specialized company in the Netherlands to join the team to transfer a paper-based version of the FIATA training programme for freight forwarders to an interactive e-learning environment. Discussions with FIATA and the national associations are needed to institutionalize this network to guarantee the sustainability of the standardized training. The “do’s and don’ts” based on the experience of the establishment and functioning of the IRU Academy, which is trying to perform a similar role for the road transport industry will be taken into consideration.

TASK 3E: Training Impact Assessment

After the execution of the training measures it is important to ensure the sustainability of the training content. It is important to closely follow and guide the trainees and the associations after the training, and also get insight in the impact of training activities on participants, e.g.

- Whether the participation has lead to an improved work performance
- The extent to which the training contents have been translated into actual use
- Whether the training has lead to a change in working methods
- Whether training materials have been disseminated
- Whether it has had an impact on participants’ further development

Therefore at the end of the project a training impact assessment will be carried out in order to measure the abovementioned impact on the trainees and the sector.

3.3 Related inputs and outputs

A detailed overview of all inputs in the project is provided in the Timetable of Activities and the corresponding manning schedule.

The project will lead to a series of measurable outputs, which are:

- 10 country reports containing a comprehensive analysis of the existing situation with regard to the regulatory framework and the actual situation of the freight forwarding and transport industry in each of the TRACECA countries.

- 1 report containing recommendations concerning the documents that are currently used in freight forwarding activities, improvement of restrictive practices, the creation of a level playing field and the improvement of the regulatory framework in each of the TRACECA countries.
- Workshops for key stakeholders concerning abovementioned analysis and recommendations in each of the TRACECA countries.
- 1 Study tour for decision makers to disseminate project findings.
- Readiness for the foundation of 3 freight forwarders Associations in respectively Kyrgyzstan, Turkmenistan and Tajikistan
- 1 Report containing an analysis of the current position of freight forwarder associations and a strategy for strengthening this position.
- 1 study tour aimed at familiarizing the freight forwarders associations with best practices in Europe.
- Comprehensive training materials according to FIATA minimum standard in English and Russian.
- 6 regional training measures, each minimum one week.

3.4 Division of tasks and responsibilities of the consortium

Project requirements and consortium coverage

The consortium consists of four partners, each with a specific role in the project. The table below summarised the project's requirements, as well as the consortium coverage.

Resource area	NEA	W&H	TRAD.	STC
Experience in training of freight forwarders in the NIS and/or Central European countries	√	√		√
Experience in managing projects in the NIS and/or Central European countries	√		√	√
Experience in effective transfer of know-how, capacity building for strong intermediary associations	√	√		
Excellent regional network, both at public and private sector level	√		√	
Hands on experience in freight forwarding	√	√	√	√
Strong contacts at FIATA and UN-ECE	√	√		
Strong knowledge of existing regulations on freight forwarding	√	√		

DESCRIPTION OF EACH PARTNER

NEA Transport research and training

NEA is the consortium leader and will provide the 2 of the 4 Key Experts to the project. NEA will be responsible for the overall management of the project and the set up of the local organisations. NEA will also supply trainers for the programme and it will play a supportive role in the organisation of one of the Study Tours (the Netherlands).

NEA is leading partner in the project "Capacity development for Senior Transport Officials", which aims to develop and implement a training for top level decision makers from the Ministries of Transport and corresponding agencies and administrations of the TRACECA countries and for the heads of border stations and customs stations, the heads of the operational departments of railways, terminal /port operators and ferry operators alongside the TRACECA Corridor as well as stakeholders of the transport industry. The capacity development is aimed at new technologies, system changes and communication, the transfer of Western European know-how to decision makers and stakeholders within TRACECA region and support for the promotion of the TRACECA corridor and the TRACECA Multilateral Agreement (MLA).

NEA was the leading party in the project "TRACECA Immediate Training Action" with the primary objective of support to the regional and work forces directing and contributing to the reform process to achieve regional free traffic flow in line with market demand and future economic growth. To achieve a maximum leverage of the programme, the training was focused on two particular sub-groups; Senior Level Management and Trainers/Middle to Lower Level Management in the transport sector. The experience gained in this project is a huge asset for this project.

Furthermore NEA has carried out various other TRACECA projects. It was also leading the PHARE project in which NEA set up vocational training centres for the transport sector while at the same time giving recommendations for changes in the institutional set up of the targeted countries. Various project in the field of distance learning in the Balkan region, Russia and China were carried out as were projects in the Ukraine, Georgia and Azerbaijan.

Wagener & Herbst Management Consultants, Germany

Wagener & Herbst will provide the following Key Experts: Academic Director and the Training and Project Coordinator. Wagener & Herbst shall therefore have an important role in the local project management, ensuring academic quality of training materials and the organisation and execution of the training measures. Wagener & Herbst will also take a role in the organisation of one the study tours in Germany. Wagener & Herbst is a medium-sized, independent, owner-managed consulting and training company with experience since 1990.

It is a leading specialist consultancy for strategy, organization and personnel development in the transportation and forwarding industry, mainly in Germany but also in Central and Eastern Europe.

In addition to the main office in Potsdam, Wagener & Herbst boasts branches in Nuremberg, Frankfurt/Main, Hamburg, Cologne and Vienna.

Training and further education for officers, managers and employees in transport and forwarding is a core competency of Wagener & Herbst. In addition to a range of off-the-peg training programmes Wagener & Herbst possesses extensive experience in the conception, development and delivery of training solutions for managers and specialists of forwarding organizations and officers from ministries and associations of transport.

Training and personal & organizational development projects have been realized by Wagener & Herbst amongst others for: Eastern Europe organization of Kuehne & Nagel , MADI Moscow, Schenker Germany, German Railways DB AG, Yusen Sea Air Forwarding Düsseldorf, 12 Russian inland ports, Rosrechflot Moscow, Ukrainian road transport companies, Lithuanian Ministry of Transport, Polish road transport association, JNPT Mumbai and Port of Chennai India. So Wagener & Herbst knows the forwarding industry from the inside and has excellent working relations with forwarding associations and international forwarding companies and integrators working in the region, like Kuehne&Nagel, Schenker, Welz, Militzer&Muench, TNT, DHL, etc.

TRADEMCO

Trademco will provide 5 of the short-term experts for the training measures. Apart from playing an important role in the training measure, Trademco's experts will cover various tasks such as dissemination of information for freight forwarders associations and provide input in the recommendations for changes in the regulatory set-up.

TRADEMCO is specializing in the conduct of studies and provision of Consulting Services in the domains of transport, environment, engineering, projects, institutional and business restructuring, development and in new technologies.

TRADEMCO focuses on studies such as engineering studies for transport infrastructure, transport planning studies for both passengers and freight and environmental impact assessments on the one hand and consulting services in the field of institutional and administrative restructuring on the other hand.

TRADEMCO provides training to its Clients, in the scope of specific projects and services through the organization of seminars and educational programs for their professional formation and further specialization. It also offers opportunities for practical training to university students or young professional, in collaboration with Academic Institutions and authorized training centers (KEK) by participating to appropriate programs that are being financed by public organizations.

TRADEMCO has been involved in various relevant projects. For example they have participated in the development of the Common Legal Basis for Transit Transportation between central Asia and Europe in the Traceca region. In this project TRADEMCO was responsible for the development of a common legal basis for transit transport in the region, and was involved in the preparation of protocols and amendments to the basic Multi Lateral Agreement.

The project further aimed at the development of investment in the TRACECA route and the provision of assistance to the IGC Secretariat.

TRADEMCO also supported the development of a transit corridor policy for Kazakhstan to increase the competitiveness of this country on international transport corridors. The organization of seminars on transport systems and combined transport is a key expertise of Trademco and they have realized such seminars in Greece, Iran and Armenia.

STC

STC will provide three of the short-term experts for delivering training. Apart from playing an important role in the training measure, STC will be involved in the training needs assessment and the development of training materials.

The STC-Group in Rotterdam is a strategic combination of well-established education, training, research and consultancy service providers for the whole transport chain. STC is familiar with all aspects of the logistics chain and closely involved in the daily routine of contemporary transport activities. This combination of forces enables the STC-Group to offer a multifaceted programme, ranging from education and training to consultancy services, research and technical assistance.

Many public authorities are regular clients of the STC-Group. In recent years, STC has begun co-operative partnerships with authorities in Egypt, the Philippines, Indonesia, the Baltic States, Brazil and the Netherlands. International organisations and major public institutions, including the ILO, EU, Havenbedrijf Rotterdam (Port of Rotterdam), Amsterdam Port Consultancy and the World Bank have called upon us for support.

Commercial enterprises, too, are included in our clientele, including some of the world's largest transshipment, transport and shipping companies.

The Shipping and Transport College in Rotterdam is the only education and training institute for the entire transport sector. It is a global leader in the area of education for operational and management positions in the logistics and transport chains. The Shipping and Transport College provides training to all professions in the world of shipping, ports, transport and logistics. The levels of education range from pre-vocational secondary education (VMBO) to Master of Science. Owing to its close relationship with the business community, the Shipping and Transport College is the only school for shipping, transport and logistics to be accredited by the Netherlands Ministry of Education, Culture and Science. About 3,000 full-time students attend the daytime classes. In addition, hundreds of professionals from the business world participate

in short- or long-term (refresher) courses each year.

The table as shown on the next page summarises the input of the consortium partners in the implementation and execution of the various tasks.

Resource area	NEA	W&H	TRADEMCO	STC
TASK 1A: Analysis of the existing situation	√	√		
TASK 1B: Benchmark with European countries and recommendations for changes in the regulatory framework	√	√		
TASK 1C: Promotion of changes in the regulatory framework	√	√		
TASK 2A: Setting up a freight forwarder association in Kyrgyzstan, Turkmenistan and Tajikistan	√	√		
TASK 2B: Inventory of difficulties encountered and outline of strategy for strengthening associations	√	√		
TASK 2C: Advising existing freight forwarding associations	√			
TASK 2D: Encouragement of and assistance to the foundation of training centres	√			√
TASK 2E: Dissemination			√	
TASK 2F: Study tour for forwarding associations	√	√		√
TASK 3A: Training Needs Assessment	√	√	√	√
TASK 3B: Selection of trainees	√	√		
TASK 3C: Selection and Development of training measures	√	√	√	√
TASK 3D: Execution of Training Measures	√	√	√	√
Task 3E: Training Impact Assessment		√		

3.5 Key Experts

The core team consists of four Key Experts:

1. Team Leader and Legal Expert: René Meeuws
2. Trade and Transport Expert: Harrie de Leijer
3. Academic Director: Norbert Wagener
4. Training and Project Coordinator: Mikhail Prokofiev

The Key Experts are presented in more detail below. More elaborated information can be found in the CVs that are presented in Section III of this Technical Proposal.

René Meeuws, Team Leader and Legal Expert

René Meeuws is an expert in training, curriculum development and institutional development with twenty-five years of experience in project management and transport.

For TRACECA he acted as senior trainer and project manager in the project "TRACECA Immediate Training Action" with the primary objective of support to the regional and work forces directing and contributing to the reform process to achieve regional free traffic flow in line with market demand and future economic growth. To achieve a maximum leverage of the above-mentioned programme, training was included focusing on two particular sub-groups; Senior Level Management and Trainers/Middle to Lower Level Management in the transport sector. René Meeuws has extensive project experience in large part of the beneficiary countries especially in the development of training programmes. The previous and ongoing assignments in the TRACECA region will help to establish the required regional co-operation. The excellent working relationships with the associations and key local consultants will further contribute to this.

Through his contacts with FIATA and UN-ECE René is in an excellent position to safeguard a close co-operation and relationship with those organisations.

A selection of relevant projects are:

- Project Manager in the Phare Vocational Training Centres Project in 13 countries in Central and Eastern Europe.
- Project Director of World Bank projects for the Ministry of Transport in Georgia including a training project in 2004.
- Expert in World Bank Transport Sector Reviews in Armenia and Ukraine.
- Transport and Trade Facilitation studies for the World Bank in Central Asia.
- Drafting Transit Strategies for Georgia and Azerbaijan.
- Project Director of World Bank Distance Learning Projects in the Balkan, Russia and China.

René will be directly assisted by two senior legal experts, i.e. Mark Booker and Menno Langeveld. This legal team is familiar with state-of-the art regulation matters related to freight forwarding and transport in the region. Key qualifications of the legal experts are included in Paragraph 3.6.

Harrie de Leijer, Trade and Transport Expert

Harrie de Leijer is senior project manager, business development manager, transport and logistics expert and training expert since 1991 at NEA. During the period 1999-2001 he acted as Consul for transport, public works and water management, stationed at the Netherlands Consulate General in Shanghai, People's Republic of China, where he was responsible for amongst others the implementation of large scale Sino-Dutch transport related projects . He has wide experience in working in transportation and trade projects in the TRACECA corridor.

He was the Project Director in the TRACECA project 'Capacity Development for Senior Transport Sector Officials', which was very positively evaluated by both the participants to the programmes as by the recipient and the contracting party. In this project he was also responsible for the topics of 'trade and transport facilitation' and 'multimodal transport'.

He was expert in the World Bank project 'Central Asia Trade and Transport Facilitation', where an extensive analysis was made on border crossing issues. He was involved in the project 'Support to the Development of a Transit Corridor Policy in the Republic of Kazakhstan', and as a trainer in the Georgian Transport Sector restructuring process. He was the Team Leader in the TRACECA project "Immediate Training Actions in the Field of Transport and Trade in the Southern Republics of the CIS and Georgia". He has been supporting logistics and transportation companies, in setting up quality management programmes, in implementing new types of logistics services, and in introducing multimodal transport. He was project manager in a series of projects in the field of intermodal and multimodal transportation in a number of countries.

Norbert Wagener, Academic Director

Norbert Wagener is an experienced transport and training expert. Dr. Wagener has been working in the transport and forwarding industry since 1973 and has comprehensive experience in transport and forwarding as well as in all aspects of adult training and education as a University lecturer in Shipping, Transport and Trade Economics since 1981.

Since 1991 he has been responsible as managing director of W&H for consulting and training projects for German and international clients from the transport industry. He was responsible for training needs assessments, for curriculum development, for design, realization, examinations and evaluations of further education and training courses for adult students, manager and specialists trainings in Germany, Croatia, Estonia, Finland, Hungary, India, Lithuania, Poland, Russia, Ukraine.

He is a guest lecturer at the University of Rostock, Technical University of Dresden, University of Applied Sciences Wildau, University of Applied Sciences Wismar, Center for Maritime Studies at the University of Turku and at the University of Ekaterinburg since 1991. Over the years he has got excellent working relations to international freight forwarding companies working in the region (Kuehne&Nagel, Schenker, Militzer&Münch, Welz, Transa etc.). He is a personal member of the DIV-A Diversity Associates, experts group for intercultural learning.

Norbert Wagener speaks Russian and English.

Mikhail Prokofiev, Training and Project Coordinator

Prof. Dr. Mikhail Vsevolodovich Prokofiev is a leading and highly reputed Russian expert and university teacher for freight forwarding and inter-modal transport.

He has been a pioneer in Russia in the implementation of further education for adults in the field of inter-modal transport management and international forwarding. As a the head of the "Terminal M" Training centre (department of the MADI university) he could gain comprehensive experience in freight industry related further education for freight forwarders, transport operators and officials for 5 years.

Prof. Prokofiev managed to plan and to realize as the responsible Russian course director the EU funded TACIS 9802 project "Training in Inter-modal Operations (Inter-modal Management Training - Certified MBA Course)" at MADI in Moscow, together with PTRC (UK) and Wagener & Herbst (D). He leads the methodological centre at the MADI for inter-modal management. Prof. Prokofiev has excellent relations to associations of freight forwarders and road transport operators as well as to freight transport managers in the TRACECA countries, not only because many of them were his former students.

Prof Prokofiev is very familiar with all aspects of managing international projects in a Russian and English speaking environment. As a forwarding and inter-modal training expert he is highly qualified for the position as project and training coordinator.

Prof. Prokofiev speaks Russian (native) and English.

3.6 Short-term experts

The consortium has mobilised a strong team of short-term experts. The estimated input of these experts is specified in this proposal, but the final decision on their input will be based on the training needs assessment to be carried out in the inception phase of the project. Since the pool of experts of the consortium is larger then the one that is proposed here, the consortium would like to point out that this division of tasks is provisional and that based on the inception phase and the training needs assessment the input of the expert might be adjusted.

POSITIONS	EXPERTS
International and European transport Law and Regulations	Menno Langeveld Mark Booker
Freight Documentation and documentary procedures	Mario Croes
Multi-modal transport operation	Konstantinos Georgiou
Freight forwarding on all modes of transport	George Emmanoulopoulos
FIATA Documentation and training	Sotiris Bouros
UNECE documentation and training	Iwan Tichin
Management of associations	Klaas Westerkamp
Dangerous goods Transportation	Jacob Buising
Perishable goods transportation	Cas van der Baan
Adult and Post graduate training	Robbert Lunsingh Scheurleer
Electronic document systems and internet technology	Konstantinos Mellisinos
Dissemination and public relations	Maria Sevastaki
E-Learning Environment and Distance learning	Jan van Trigt

Besides these international short-term experts, the consortium will mobilise short-term expertise from the region, e.g. NIIT and SPECTRUM.

Key qualifications of short-term experts

Menno Langeveld

Menno Langeveld is a lawyer and geographer with extensive international experience in International Law and Transport Law. He has been lecturer in International Law/Maritime Law at the Royal Netherlands Naval Institute and worked as legal expert in many World Bank, ADB and European transport projects, like for instance the TRACECA "International Road Transport Facilitation" and TRACECA "Harmonisation of Border Crossing Procedures" projects.

Mr. Langeveld reviewed transport legislation in many countries, analysed legal rules, regulations and governmental policies, e.g. regarding the development of logistics centres in St Petersburg, and reviewed transport, customs and related legislation in Kazakhstan.

Furthermore he drafted a Law on Roads and a Law on Road Transport in Kosovo, a Law on Freight Forwarding in Kazakhstan, a Water Transport Law in China and maritime transport legislation in Lebanon. At present Mr Langeveld works in a EU Research Project that looks into the possibilities of creating new EU legislation for the freight forwarding and intermodal transport sector. Besides that he is working for the ADB in Pakistan to develop a model Border Crossing Facilitation with Afghanistan.

Mr Langeveld has strong editorial, language and communication skills in Dutch and English, combined with a working knowledge of Spanish, French, German and a little Russian.

Mark Booker

Mark Booker has 25 years experience in International Trade and Transport Regulations, Agreements, Conventions and Institutions with particular emphasis on movement of goods. He also has over 20 years' experience as a management trainer and is a qualified Mediator.

Since 1988 he has worked extensively as an independent consultant for a number of National and International organizations and NGOs, including the UN, EU and World Bank, on regulatory and institutional reform in the trade, transport and freight forwarding sphere, with an increasing emphasis on governance issues.

He produced and edited the legal, trade and insurance sections of a handbook for the Institute of Freight Forwarders/British International Freight Association during the 1980s and 1990s. He devised the technical proposal and was team leader for the pilot EU TACIS Legal Framework project which ran in Kazakhstan in 1994/5. This devised a blueprint for what was to become the TRACECA model of legal and trade facilitation.

The success of the pilot led to the expansion of the programme into the other 7 Caucasian and Central Asian countries in 1996/7. In 1996, as team leader in part of this ongoing work on legal and regulatory frameworks, he identified the potential for transformation of the 4 country Sarakhs Transit Agreement and was subsequently retained in negotiations to develop this initiative into the Basic multilateral transit and transport agreement signed at Baku in September 1998. He later produced the TOR for establishing the TRACECA Intergovernmental Commission and has continued to advise it intermittently since 1998.

Mario Croes

Mr. Croes has over 25 years experience in e.g. freight forwarding including all export and other documentation, letters of credit, customs declarations, bonded warehousing and international inter-modal transport, concerning a wide range of commodities.

Based on this experience Mr. Croes is at present responsible for curriculum development, organization and execution of courses on Freight Forwarding within STC Group.

Konstantinos Georgiou

Mr. Georgiou is well experienced in multi modal transport operation international projects, partly executed locally, e.g. E.U., East and S.E. Europe, central Asia, Middle East, North Africa. He has sound knowledge of EU financing Instruments and Programmes, e.g. Phare, Tacis, TACIS/ TRACECA, MEDA, CARDS, Cohesion Fund, Structural Fund, and EU Transport Policy.

He has participated as Trade Expert in the “Euro-Med Transport project in the Mediterranean region -Main contract”, (10m€). He was also involved as short-term international expert in the “CLBTT: Common Legal Basis for Transit Transportation between Central Asia and Europe - TRACECA countries” project, as well as in the “Support to the development of a transit corridor policy in the Republic of Kazakstan”.

Furthermore, Mr. Georgiou was involved as project Manager to the “Freight traffic flows assessment study with all the transport modes and their combination on the corridor Iran – Iraq – Syria – Greece – rest of Europe”, for the Hellenic Railways Organization, and to the “UIC - Global Railway Freight Corridor Traffic Study”, for the International Union of Railways / UIC.

Mr. Georgiou offered various courses concerning “Multi-modal transport operation” to Armenian, Iranian, and Bulgarian high level officials (public servants) and managers of freight forwarding companies, in Armenia, Bulgaria and Athens, in the frame of relevant projects of TRADEMCO.

George Emmanoulopoulos

Mr Emmanoulopoulos is Transport Engineer and holds a Diploma in Rural and Surveying Engineering. He is co-founder (since 1985) and President of BoD of TRADEMCO SA. He is well experienced in Freight forwarding on all modes of transport, due to his participation in Cabotage studies (MERC), to many European R&D projects concerning multimodal transport (METAFORA, EUROFRET, MIMIMISE, SURFF, COREM, etc), to Railway restructuring projects in Greece and Armenia, etc.

Mr. Emmanoulopoulos has participated as Road/Freight Forwarder Expert in the “Euro-Med Transport project in the Mediterranean region -Main contract”, (10m€) and he has visited many times all the 12 MEDA Countries, while he has offered relevant courses in various seminars organized by the same project, to high level officials from various MEDA countries and to managers of private freight forwarding companies.

Furthermore, Mr. Emmanoulopoulos was Lecturer on Freight forwarding on all modes of transport to a numerous local and international teaching and institutional strengthening projects assigned to TRADEMCO for Iranian, Armenian and Bulgarian high level officials (public servants) and managers of freight forwarding companies, in Armenia, Bulgaria and Athens.

Sotiris Bouros

Mr. Bouros is Lawyer from the School of International Studies, Coventry University, UK (1996) and the holds a MSc (LLM) in Legal Aspects of Marine Affairs, from the University of Wales (1997). Additionally, he holds a Certificate of Professional Competence in “The Transportation of Cargo and Passengers, both Nationally and Internationally”

Mr. Bouros is specialist in INCOTERMS, CMR, ATP, International ADR Agreement, Cabotage, Customs and Transportation Documents, Vehicle Technical Standards, Drivers’ Code of Practice, International Trade Law and Dispute Settlement.

Since 1996 he is Lecturer to the School of Transportation Studies and Certification of Professional Competence, Athens Greece, responsible for INCOTERMS, CMR, ATP, International ADR Agreement, Cabotage, Customs and Transportation Documents, Vehicle Technical Standards, Drivers’ Code of Practice, International Trade Law and Dispute Settlement.

Since 1998 he is Lecturer to the FORUM TRAINING LTD and since 2002 additionally to the London Metropolitan University – BCA College (Athens, Greece) of the courses for Carriage of Goods by Sea - International Trade Law – Transportation and Commercial Law – Insurance – INCOTERMS. Since 2004 he is visiting lecturer in Cyprus and Israel concerning INCOTERMS, CMR and Drivers’ Code of Practice Seminar attended by transporters. He is fluent in English.

Iwan Tichin

Mr Tichin is a highly experienced consultant, lecturer, and trainer in road transport management and transport of dangerous goods. He is responsible for training truck drivers, police and custom officers on dangerous and outer dimension goods in AEBTRI and has led various Management Training Programmes for ISO9001 (Hamburg, Germany), Dangerous Goods Safety Advisor (Phare, Sofia, Bulgaria), Dangerous Goods (Bremen, Germany). He is an expert in AETR, CMR, TIR and ADR.

Mr Tichin has over 18 years experience in various management positions in road transport operators and freight forwarding companies.

Because of his practical background combined with his training experience Mr Tichin is very knowledgeable on UNECE documentation.

Klaas Westerkamp

Klaas Westerkamp is senior consultant at NEA Transport research and training, with more than 18 years of experience in (road) transport policy development. Before joining NEA he has been a member of the management team of several Dutch transport associations, responsible for economic affairs and marketing and involved in the business planning of these associations. For a number of years he was also a member of the Social and Economic Council on transport issues, the main advisory board of the Dutch Government on transport policy.

At NEA, his main field of activity is (international) transport consultancy at government, industry and company level. Furthermore, he is Managing Director of NEA Ulaştırma ve Lojistik Yönetimi A.Ş (NEA Transport and Logistics management Inc), a NEA/UND joint venture located in Istanbul Turkey. His list of international experience is extensive. Main clients are the IRU (International Road Transport Union), the ECMT (European Conference of Ministers of Transport), the World Bank and International Finance Corporation, and other international bodies like the EU Commission.

Jacob Buising

Mr. Buissing is at present a staff-lecturer of the Shipping and Transport College Rotterdam and is responsible for the co-ordination of training courses for the safe handling, transport and storage of dangerous goods and waste, safe working conditions and environmental protection.

Within the Shipping and Transport College he is also responsible for the co-ordination of optimizing the working conditions for employees and students and quality assurance.

He has 15 years of experience in educating and training of people working in the port, transport and chemical industry.

This experience is supported by 17 years of active inspection of handling, transport and storage of dangerous goods and waste in the Rotterdam Port Area as an inspector with the Dangerous Cargo Inspection Department of the Ministry of Transport and Public Works.

He is the author of various publications and books and a member of the National Working Group on the transport of dangerous goods by sea of the Directorate-General Shipping and Maritime Affairs of the Ministry of Transport and Public Works and the Committees on Dangerous Goods and Environment from the Rotterdam Port Industries' Association SVZ.

Mr. Buissing carried out a project – Study on transport of dangerous goods in the Caucasus – for Traceca Legal and Regulatory Framework, Project No1.

Cas van der Baan

Mr. Van der Baan has over 25 years of professional experience in the field of production, road transport, warehousing and information logistics. During these years, mr. Van der Baan has been active on operational and management levels in various disciplines (organisation, automation, warehousing and distribution, administration). For over 20 years he has advised various companies in the freight forwarding sector and institutions in and outside Europe on issues concerning business process reengineering in transport and logistics.

Mr. Van der Baan also has contributed to several courses on middle and higher management level as a lecturer in logistics management, multi modal transport and port management, in various countries. At present mr. Van der Baan is Project Manager and Lecturer at IMTA / Shipping and Transport College in Rotterdam, Department of International Projects.

Robbert Lunsingh Scheurleer

Robbert Lunsingh Scheurleer is a professional communication and training expert with experience in the management of projects and training programmes in particular. He started his career as Manager Planning and Course Organisation at the NEA University for professional education in transport, NTH, after which he broadened his working area to an international level. He has training experience in various countries such as Romania, the Netherlands, Lithuania, Georgia, Belgium and Iran.

Robbert was project leader and training coordinator in an extensive road safety training program for the Iranian Ministry of Transport and training coordinator in the EU TRUMP program, aimed at mid-career transport professionals working in local/regional authorities and for public transport operators.

Apart from his training activities Robbert is involved in various major studies for the European Commission, such as a study on the application of EU road safety legislation in road haulage companies, and on the practical application of European Union Directives (96/26/EC as amended by 98/76/EC) on the admission to the occupation of road transport operator in all EU member states. Currently, he is project manager for a study for the European Commission on the training of enforcement staff for the road transport acquis.

Constantinos Mellisinos

Dr. Mellisinos is Electrical Engineer and holds an MSc (1983) and Ph.D.(1988) from University of Rhode Island (USA). He is an internationally recognized expert for electronic document systems (EDI) and for the internet technology, as he is participating from 1990 to 1998 in various similar R&D projects of the DG-INFSO of the European Commission like METAFORA, SURFF, COREM and RUTOTEL.

In 1996 he participated to Transport Management Training Project as Senior Lecturer, responsible for the Training of senior high level officials of public authorities and executive directors of the Central and Eastern Asian former USSR states on the use of EDI, Internet and Electronic Commerce in the context of the introduction of new technologies in transport to aid in competitive transport planning. He also trained a second medium level group consisting of trainers and middle and lower management. The courses consisted of lectures, presentations, case studies and, discussions.

In 2001 he participated as IT Consultant in the Transit Corridor Study in Kazakhstan. His tasks were to review of transport management systems and the use of new information and telecommunication technologies for use by transport, to propose appropriate strategies in order to develop transport related database applications and to training senior high level officials. He is fluent in English, German, Italian and Greek and he speaks good Russian.

Maria Sevastaki

Ms Sevastaki is a lawyer and holds a B.Sc in Business Administration from the American Deree College of Greece. Since 2001 Ms. Sevastaki holds an MBA for Marketing and Public Relations, while she has participated in many seminars and conferences concerning Public Relations, Communications and Marketing Actions.

From 1998 – 2000 she was responsible for Market research, Business Plan design, company communication strategy and promotion, e-commerce, organization of electronic ordering, public relations, organization of exhibitions, selection and training of human resources, for various NGO (Non Governmental Organisations) in Greece.

Ms Sevastaki is employed by TRADEMCO SA as Public Relations and Marketing Manager responsible for public relations, dissemination activities of services and projects, management of communicational channels (brochures, newsletters, web management), design of marketing plan and communication strategy, press releases, press conferences, advertisement, sponsorships.

In particular Ms Sevastaki was the Dissemination Manager of many EU *R&D* projects of DG TREN & DG-INFSO (like IDIOMA, PORTAL, CLARESCO, BESTUFS-II) of the company, responsible for the promotion and dissemination of projects' results via the design and implementation of marketing plan, production and distribution of marketing materials (newsletters, brochures etc.) and event management (organization of conferences / congresses / events).

She speaks fluent English, French and Greek and good Italian.

Jan van Trigt

Mr van Trigt is managing director of TVM E-learning concepts. He has a background in both adult education and the use of multimedia. He has a MA degree in Multimedia. TVM E-learning concepts develops interactive learning and examination tools for both online and offline use.

Mr van Trigt has extensive experience in the development of e-learning tools and the application of these tools in distance learning. His main clients are international training centres, governmental institutions and corporate training departments.

His e-learning tools are used for testing of trainees, testing knowledge concerning a certain topic or product, training impact assessment, as part of refresher courses and distance learning through self education.

3.7 Support facilities (back-stopping)

The consortium will establish a permanent project office in Tashkent, and two semi-permanent offices in Baku and Kiev respectively.

The back stopping office will be located at the offices of NEA in the Netherlands, where support staff is available for project management and which will form an essential part of all organisation and execution of activities the project requires.

NEA will provide secretarial staff, training facilities for the study tours, etc. However, activities will be organised and co-ordinated from the local project offices as much as possible.

3.8 Sub-contracting agreements

There are no sub-contracting agreements.

3.9 Quality control and indicators

The quality of the country reports on the existing situation will be the responsibility of the Key Experts. However, after completion of each country report the consortium will send the report back to the key information providers for feedback and verification.

The quality of the training materials will go through an independent quality check. The quality control mechanism for the training materials, will determine the degree to which they meet the curriculum, the training needs specified, and their overall quality.

This quality control will be the responsibility of one of the partners in the consortium not involved in curriculum design and in the development of the training materials, so as to guarantee full independence.

Quantifiable indicators are used to monitor the progress of the project and the degree in which the consortium meets the specified requirements and targets.

Measurable indicators are:

- 10 Country reports on the existing situation in each of the countries
- The number of workshops organised on the analysis of the existing situation; Target: 10.
- The number of participants in the training measures; Target: 100.
- The number of participants in the Study Tour for freight forwarder associations; Target: 43 (4 from the countries with associations, and 5 of countries without an association)
- The number of participants in the Study Tour for top decision makers; Target: 20
- The percentage of quality rating of training programmes at the minimum level of 'good': Target >80.

4 TIMETABLE OF ACTIVITIES

4.1 Timing, sequence and duration

A brief summary of the timing and sequence of the activities is presented below. Table 4.2 presents a full overview of the tables and activities by means of a bar chart.:

Phase 1: Promotion of necessary changes in the regulation

- Task 1A: Analysis of the existing situation will take place over a period of 5 months from the start of the project.
- Task 1B: Benchmark with European countries and recommendations for changes in the regulatory framework will take place over a period of 4 months.
- Task 1C: Promotion of changes in regulatory framework will take place over a period 18 months.

Phase 2: Strengthening of national freight forwarders associations

- Task 2A: Setting up freight forwarders association in Kyrgyzstan, Turkmenistan and Tajikistan will take place over the entire course of the project.
- Task 2B: Inventory of difficulties encountered and an outline of a strategy for strengthening association will take place over a period of 6 months and runs simultaneously with task 1A and part of 1B.
- Task 2C: Advising existing freight forwarders associations will take place over the entire course of the project.
- Task 2D: Encouragement of and assistance to the foundation of training centres will take over the entire course of the project.
- Task 2E: Dissemination of information for freight forwarders will take place over the entire course of the project but mainly over the 18 months after the first progress report.
- Task 2F: Study tour for freight forwarding associations will take place in a period of ten days between month 10 and month 16.

Phase 3: Specialist Training for freight forwarders

- Task 3A: The Training needs assessment will run simultaneously with the analysis of the existing situation and will therefore be concluded after 5 months.
- Task 3B: The selection of trainees will take place in the first 6 months of the project.
- Task 3C: Selection and development of training materials will take 7 months.
- Task 3D: the Execution of training measure will start in month 8 of the project and will continue until the delivery of the third progress report at the end of month 18.

Task 3E: The Training Impact Assessment will take place at the end of the project in month 22.

4.2 Reporting

The following major milestones laid down in reports can also be found in the timetable of activities (table 4.2).

The following reports will be produced during the course of the project:

Inception Report: End of month 2

Contents:

- a confirmation/modification of the contractors dispositions for carrying out the activities as proposed and when relevant an amplification
- the academic and logistical arrangements
- further detailing of the final planning of the project
- detailed contents of all activities
- detailed schedule of the training programmes, locations, etc.

All items that can not yet be fully determined in the project proposal will be specified in the Inception Report.

First Progress Report: End of Month 6

Contents:

- a comprehensive investigation and analysis of the existing situation
- 10 country reports describing the existing situation in each of the targeted countries
- draft program for study tour for freight forwarder associations
- training needs assessment for freight forwarder associations
- list of proposed trainees for the train the trainer sessions

Second Progress Report: End of Month 12

Contents:

- result of benchmark between the position of freight forwarders associations in the TRACECA region and in Europe.
- recommendations on regulatory issues and documents
- progress of the foundation and strengthening of the freight forwarder associations
- draft program for study tour for major decision makers
- results and evaluation of the training programs
- training materials in English and Russian

Third Progress Report: End of Month 18

Contents:

- results and evaluation of the training programs
- Results and evaluation on study tour for freight forwarder associations
- Progress of regulatory changes
- progress of the foundation and strengthening of the freight forwarder associations

Draft Final Report: End of Month 23

Contents:

- results and evaluation of the training programs
- results and evaluation on study tour for major decision makers
- Results of the Training Impact Assessment
- progress of regulatory changes
- progress of the foundation and strengthening of the freight forwarder associations
- Feedback from the participants in the Study Tours;
- Development proposals (including recommendations for future programmes);
- Details of all the work undertaken in the project.

Final Report: End of Month 24

Contents:

- Revised version of the Draft Final Report, after receiving the comments on the draft final report from the beneficiary organisations and EU representatives

Additional reports, and notes will be presented, when required or felt necessary.

Reports will be produced simultaneously in English and Russian in the quantities, and distribution as specified in the ToR.

Timetable of activities

Table 4.2.1

Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Phase 0: Inception Phase	■	■																						
Phase 1:																								
Task 1A	■	■	■	■	■																			
Task 1B						■	■	■	■	■														
Task 1C																	■	■						
Phase 2:																								
TASK 2A			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
TASK 2B	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
TASK 2C	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
TASK 2D	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
TASK 2E																								
TASK 2F												■	■	■										
Phase 3:																								
Task 3A	■	■	■	■	■																			
Task 3B	■	■	■	■	■	■																		
Task 3C	■	■	■	■	■	■	■																	
Task 3D																								
Task 3E																							■	
Inception report		■																						
1st Progress report						■																		
2nd Progress report												■												
3rd Progress report																								
Draft Final Report																							■	
Final Report																							■	■

Study tours



4.3 Expected number of working days for each category of expert

Based on this overview the following comments can be made:

- The overview is similar as the overview included in the Financial Proposal, forming the basis for calculating the fee budget.
- Short-term international expertise is concentrating on the period month 8-12, when the training programme is requiring a lot of input. Short-term local expertise is spread equally over the project period.

The input of the team leader is rather constant over the project period, with focus on the first year of the project for starting up of activities. The input for the trade and transport facilitation expert and local coordinator is also rather constant and follows a similar pattern. The input of the academic director concentrates on the period prior to the implementation of the training programmes, with development of training curricula, etc.

The following schedule gives a breakdown per month and gives the amount of working days by each category of expert.

ESTIMATED WORKING DAYS PER MONTH

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1	Cumulative
Long-term International experts													0	0
<i>Senior Experts</i>														
Team Leader and Legal Expert: René Meeuws	15	15	15	15	15	15	15	15	10	10	10	15	165	165
Trade and Transport Expert: Harrie de Leijer	10	10	10	10	10	10	10	10	10	10	10	10	120	120
Academic Director: Norbert Wagener	10	15	15	15	15	15	10	5	5	5	5	0	115	115
Training and Project coordinator: Mikhail Prokofiev	20	20	20	20	20	20	20	20	20	20	20	20	240	240
<i>Junior Experts</i>													0	0
<i>Long-term local experts</i>													0	0
Senior Experts													0	0
Junior Experts													0	0
Short-term International experts													0	0
Senior Experts	0	5	5	5	5	5	5	25	25	25	25	25	155	155
Local Coordinators	10	10	10	10	10	10	10	10	10	10	10	10	120	120

	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Year 2	Cumulative
Long-term International experts													0	0
<i>Senior Experts</i>														
Team Leader and Legal Expert: René Meeuws	10	10	10	10	10	10	10	10	10	10	15	15	130	295
Trade and Transport Expert: Harrie de Leijer	10	10	10	10	10	5	5	5	5	5	5	0	80	200
Academic Director: Norbert Wagener	10	10	0	10	5	5	0	0	0	10	0	0	50	165
Training and Project coordinator: Mikhail Prokofiev	20	15	20	20	20	15	15	15	15	15	5	5	180	420
<i>Junior Experts</i>													0	0
<i>Long-term local experts</i>													0	0
Senior Experts													0	0
Junior Experts													0	0
Short-term International experts													0	0
Senior Experts	10	15	25	25	25	25	5	5	0	0	0	0	135	290
Local Coordinators	10	10	10	10	10	10	10	10	10	10	10	10	120	240

4.4 Ratio of working time

The following table gives an overview of the working time to be spent in the home office, at regional offices and missions in the region:

	Nr of days at Home office	Nr of days at regional off	Nr of days on missions in the region	Total
<i>Long Term Experts</i>				
Team Leader	140	60	95	295
Key Experts	380	225	180	785
<i>Short term experts</i>				
Senior International experts	40	50	200	290
Senior local experts	0	180	60	240
Total	560	515	535	1610
Percentage of total days	35	32	33	

Remarks:

- On aggregate, 65 percent of the time of the total team of experts is spent in the region.
- Aggregated time in the region is equally spread over time in the regional offices and time spent on missions in the region (other than the regional offices).
- It is expected that the bulk of the short-term expert time is spent in the region on specific training courses or workshops. The long-term experts spend to a relatively large share in the regional offices, focusing on local coordination and interaction with the relevant counterparts.
- The schedule is provisional and can be detailed during the Inception phase, in co-operation with the client.

4.5 Draft schedule of missions to the region

The following table provides an overview of the provisional schedule of missions in the region.

Reference	Mission	Who	When
Phase 0	Visit to regional offices	TL, TPC	Month 1
	Visit to TRACECA Secretariat in Baku and other relevant institutions	TL, TPC	Month 2
Phase 1	Visit to ten countries for analysis	Team of Key Experts	Month 3-5
	10 workshops	Team of Key Experts	Month 7-8
	Study tour	Team of Key Experts	Month 16-17
Phase 2	Visit to Turkmenistan, Tajikistan and Kyrgyzstan	TL, Expert on Management of Associations	Month 7,9,15
	Mission to all countries for the establishment of training centres	AD, TPC	Month 9-10, 18
	Dissemination to members of associations	Expert on Dissemination	Month 8-12
Phase 3	Training Needs Assessment	AD, TPC	Month 2-3
	Execution of Training Measures	Team of Key Experts and short-term experts	Month 8, 10, 12, 14, 16, 18
	Training Impact Assessment	AD, TPC	Month 22
General: Project management	Project management meetings with TRACECA Secretariat in Baku	TL, TPC	Month 6,12,18,23,24

TL: Team Leader; TTF: Trade and Transport Expert; AD: Academic Director;
TPC: Training and Project Coordinator

Remarks:

- The presented schedule is provisional; during the Inception phase the planning will be further detailed, in close co-operation with the client.
- Besides these planned visits, additional visits may be added if needed and productive.
- Missions will normally have a joint character and not be focused on one single result. For instance, the phase 1 inventory visits in all ten beneficiary countries will be used to liaise with the associations and prepare for the training programme.
- The exact staffing of the missions is to be précised during the Inception phase. The team leader and the training and project coordinator are to play a central role.

	Intervention logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall objectives	To facilitate multi-modal transport and enable faster, safer and more reliable and efficient transport on the TRACECA corridor in order to increase security and improve access to international markets and increase the competitiveness of the TRACECA corridors.	<ul style="list-style-type: none"> Relative increase of transport in TRACECA region 	<ul style="list-style-type: none"> Transport and Trade statistics 	
Project purpose	The strengthening of the freight forwarder sector in the TRACECA countries through transfer of knowledge, capacity building for freight forwarders associations that are strong and able to take ownership of the further development and professionalism of the freight forwarding and develop improvement measures for the regulatory set-up.	<ul style="list-style-type: none"> The number of active freight forwarders and size of companies as an indication for the development and maturing of the freight forwarding sector and level of intervention in the transport system 	<ul style="list-style-type: none"> Chambers of Commerce Annual reports 	<ul style="list-style-type: none"> Continued co-operation between TRACECA countries and international bodies, e.g. EU Continued expansion of international trade links Political stability in the TRACECA region and the region at large Continued efforts for co-operation within the TRACECA region, aimed towards promoting the increased competitiveness of the TRACECA corridors The ratification of the Basic Multi Lateral Agreement on international transport for the development of the Europe Caucasus Asia Corridor (MLA) and the endorsement of the project The TRACECA countries and the freight forwarding sector in these countries will give full technical and logistic support to the project and are strongly committed to project objectives.

	Intervention logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Results	<p>1. <i>Promotion of necessary changes in regulation</i></p> <p>2. <i>Strengthened national freight forwarders associations, able to:</i></p> <ul style="list-style-type: none"> • represent, promote and protect the interests of the freight forwarding industry • Improve the quality of services rendered by freight forwarders • establish relationship between training centres and associations • follow up on necessary changes in transport and customs legislation as well as playing an active role in the implementation of these changes • act in co-ordination with FIATA association as well as with the associations in other countries of the TRACECA region <p>3. <i>Specialist training for freight forwarders, taking in consideration the importance of:</i></p> <ul style="list-style-type: none"> • training trainers in order to transfer the knowledge and skills they require for training freight forwarders • UN documents and best European practices and need to design towards the know-how needs of relevant state regulatory bodies, the associations itself and staff members of the freight forwarding industry 	<ul style="list-style-type: none"> • Number of adjustments in broader issue of regulation (laws, rules, documentation) • The adaptation of a common model regulatory framework per country • Level of transport harmonisation, standardisation of paperwork and cargo safety <ul style="list-style-type: none"> • Number of new freight forwarding associations set-up • Increased membership of associations • Level of interaction with training centres • Level of involvement of associations in (assisting in) implementation of new legislation • Level of interaction and co-ordination with FIATA and other foreign forwarders' associations <ul style="list-style-type: none"> • Number of freight forwarders trained • Number of train the trainers programmes run • The quality and content of training materials • Match of training materials with UN documents and EU best practices 	<ul style="list-style-type: none"> • State Gazette or Official Journals • Official publications • National guidelines for and regulation on transport <ul style="list-style-type: none"> • Registration at Chambers of Commerce • Membership levels (annual reports) • Official correspondence between associations and training centres • Correspondence and meetings with FIATA <ul style="list-style-type: none"> • Training evaluations, attendance sheets • Progress reports • Training materials and handbooks 	<ul style="list-style-type: none"> • The simultaneous state by state upgrade of the regulatory framework and the multi country training will encourage a common model regulatory framework between all states. • Proposed regulations are supported and adopted by national governments • The changes in regulation have a direct positive impact on transport harmonisation • The international regulation is stable <ul style="list-style-type: none"> • Freight forwarding companies are convinced of the benefits of membership of an association • The strengthening of the association leads to improved quality of the services rendered by the freight forwarding industry • Regulatory bodies facilitate an active role in policy and law development for associations <ul style="list-style-type: none"> • Availability of qualified trainers to participate in train the trainer programmes • Sufficient and qualified trainees available • The freight forwarder associations are willing and able to help in selecting candidates for the training

	Intervention logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Activities	<p><i>Promotion of necessary changes in regulation</i></p> <ul style="list-style-type: none"> TASK 1A: Analysis of the existing situation TASK 1B: Benchmark with European countries and recommendations for changes in the regulatory framework TASK 1C: Promotion of changes in the regulatory framework <p><i>Strengthened national freight forwarders associations</i></p> <ul style="list-style-type: none"> TASK 2A: Setting up a freight forwarder association in Kyrgyzstan, Turkmenistan and Tajikistan TASK 2B: Inventory of difficulties encountered and outline of strategy for strengthening associations TASK 2C: Advising existing freight forwarding associations TASK 2D: Encouragement of and assistance to the foundation of training centres TASK 2E: Dissemination TASK 2F: Study tour for forwarding associations <p><i>Specialist training for freight forwarders</i></p> <ul style="list-style-type: none"> TASK 3A: Training Needs Assessment TASK 3B: Selection of trainees TASK 3C: Selection and Development of training measures TASK 3D: Execution of Training Measures 	<p>Input and costs:</p> <p>Long-term international experts:</p> <ul style="list-style-type: none"> Team leader: 295 days Senior experts: 785 days <p>Short-term international experts:</p> <ul style="list-style-type: none"> Senior experts: 290 days <p>Short-term local experts:</p> <ul style="list-style-type: none"> Senior experts: 240 days <p>Incidental expenditures on:</p> <ul style="list-style-type: none"> Travel costs and subsistence allowances for missions to be undertaken from the bases of operations in the beneficiary countries Financing of the operational costs of the regional office Subsistence allowances for expert missions in the region, including workshops and seminars Translation of training materials and other relevant documents 	<ul style="list-style-type: none"> Proposal, contract and progress reports Proposal, contract and progress reports Proposal, contract and progress reports 	<ul style="list-style-type: none"> Associations and regulatory bodies are willing and able to provide input for country reports, are committed to improvement and are available for workshops Full support and commitment from national freight forwarders and regulatory bodies Association and freight forwarders provide qualified participants for training

ANNEX: Letters of Support