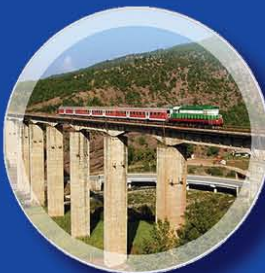


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Technical Assistance to the Ministry of Transport and Infrastructure

Training Needs Assessment Draft Report

July 2014



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ACRONYMS

| | |
|-------|--|
| ADR | European Agreement concerning the International Carriage of Dangerous Goods by Road |
| ARA | Albanian Road Authority |
| ATP | Agreement on the International Carriage of Perishable Foodstuffs and on the Special Equipment to be used for such Carriage |
| GDRTS | General Directorate Of Road Transport services |
| EC | European Commission |
| EU | European Union |
| GDRTS | General Directorate of Road Transport Services |
| GMD | General Maritime Directorate |
| HSH | Albanian Railways, Hekurudha Shqiptare |
| MTI | Transport and Infrastructure |
| PSC | Port State Control |
| TA | Technical Assistance |
| TNA | Training Needs Assessment |
| ToR | Terms of Reference |
| VTMIS | Vessel Traffic Monitoring and Information System |

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ANNEX 1 – Questionnaires

1 Project Background

The project “Technical Assistance to the Ministry of Transport and Infrastructure” contributes significantly to Albania’s priority policy for European integration. Thus, the country aims at accelerating the integration of its transport systems, as well as aligning the relevant legislation with that of the European Union (EU).

Accordingly, the purpose of the project is to further strengthen the administrative, regulatory and technical competences of the Albanian Ministry of Transport and Infrastructure, the National Railway Authority and the Maritime Administration. To this end, one of the key activities of the project is the “Capacity Building” comprising of the following activities:

- A robust training needs assessment, with the scope to identify current shortages in the capabilities and expertise of the Ministry’s staff and other transport bodies;
- A detailed training programme, including a detailed list of the training modules, topics, curricula and training materials;
- On-the-job training to the Ministry’s various departments in developing policy, legal drafts, guidelines and training manuals;
- Evaluation of performance of the training sessions/modules including feedback from the trainees;
- The realisation of a minimum of 13 training modules/sessions during the entire duration of the project.

The present report presents a summary of the tasks that will be carried out for the purpose of designing a training programme and achieving the above goals.

2 Training Needs Assessment

2.1 General

An important facet of the project as a whole is the transfer of skills and knowledge to the staff of MTI and its agencies, ensuring their capacity to implement and enforce the legislation to be approximated, or approximated in the past. The training module consists of five interrelated steps:

- Training Needs Assessment;
- Selection of trainees;
- Development of training programme;
- Training sessions;
- Post-training evaluation.

The first step in designing a training program is to conduct a professional **training needs assessment** (TNA). This training needs assessment is of crucial importance to the overall success of the training programme. It is the decisions that are made based on this

assessment that will determine the level and direction of the training modules and ultimately the programme's success.

The Terms of Reference of the present project required the performance of the Training Needs Assessment (TNA) under activities no. 1.1.2, 1.2.3, 1.3.5, and 2.1.10. To this end, the Contractor has opted to carry out a single comprehensive TNA covering all training activities required by the ToR, as specified in the Contractor's Organization and Methodology (cf. p. 2-17).

Appropriate, tailor made questionnaires (see Annex 1) have been distributed in order to identify the knowledge, the possibilities and possible restrictions. The TNA will be elaborated based on the replies to the questionnaires and if necessary with meetings with the Beneficiary. Within this process, the current level of knowledge will be analyzed and compared against the specific objectives of the institutions, highlighting knowledge and skill gaps which will need to be addressed through the training programmes during the lifetime of the project. Furthermore, the TNA will identify possible trainings which could be delivered in future (beyond the timeframe of the project) and could be covered by other resources.

The **selection of the trainees** is vital to the long-term success of the project, therefore, to ensure that the most appropriate staff is selected, specific criteria will be set within the TNA, such us:

- genuine interest in being trained;
- good standard of Transport legislation, agreements and conventions;
- understanding of the training process and complementary skills;
- participative team players;
- good communicators.

Furthermore, all of the course participants must have a desire to disseminate the information to their colleagues in order to ensure the sustainability of the project and continue its future development. It is noted that the process will involve a lot of discussions and interviews with the MTI and involved agencies.

The **detailed training programme** will be prepared focusing on the training needs identified and the specifics of the different transport modes, and also on the existing training courses, to make sure that there is a continuation of the know-how transfer process.

According to the ToR, the topics to be covered shall at least include:

- Legal standards and best practice in road, rail and maritime policy;
- Implementation of ADR and ATP agreements;
- Incident investigation on road, maritime and rail transport;
- Inspections and certification for transport of dangerous goods;
- Minimum standards for driving and rest periods and enforcement of digital Tachographs use;
- Authorisation for road transport components and drivers;
- Training on PSC and FSC;
- Other issues as identified during TNA.

The training programmes will be complemented by carefully elaborated training materials, which we envisage to include:

- PowerPoint slides for use during lectures;
- Participant course notes;
- Handouts, case studies and other workshop materials;
- Examinations/tests of competence for skill based courses;
- Feedback forms (for continuous improvement);
- Successful completion certificates.

The participants will be provided with material in advance of the lectures in order for them to familiarise with the topic. This material, in hard copy and electronic format, will be the property of the MTI or other respective institution once the project is finalised. In addition, a list of relevant publications will be produced if the participants wish to undertake any additional reading to the material provided.

It is expected that, based on the TNA, the **training activities** will be delivered to the representatives of transport sector Authorities (as proposed by the Beneficiary) in charge for:

- Road, rail and maritime policy;
- Maritime safety and security;
- Flag and Port State Control (inspectors);
- Prevention of maritime pollution and response equipment for the cases where pollution already occurred.

2.2 Training Needs Assessment Structure

A training needs assessment (TNA) is structured in the three following phases:

1. Identification of stakeholders and nomination of potential trainees by the consultants team following approval by the Beneficiary and Contracting Authority.
2. Formal TNA of nominated trainees by specially designed questionnaire;
3. Follow-up meetings.

The TNA and evaluation will be carried out by the process of collecting data through discussions and meetings with the major responsible stakeholders and specialists from the beneficiary country during a series of meetings. The TNA will be managed in a uniform way by circulating a standardised 'Questionnaire for Training needs analysis' identifying the knowledge, the possibilities and restrictions. The specially elaborated questionnaire will be circulated among the Departments and units of the Albanian Ministry of Transport and Infrastructure, the National Railway Authority and the Maritime Administration.

This process will analyse the current level of knowledge and then compare it against the specific objectives of the institutions, highlighting knowledge and skill gaps which will need to be addressed through the training programmes during the lifetime of the project. Furthermore, the TNA will identify possible trainings which could be delivered in the future (beyond the timeframe of the project) and could be covered by other resources.

The following officials could be involved in TNA:

- MTI staff in charge for road, rail, and maritime policies;
- MTI and GDRTS staff in charge for the implementation of ADR and ATP agreements;
- MTI staff in charge of the transport sector accident and incident investigation body establishment;
- Staff of General Directorate of Road Transport Service;
- National Railway Authority staff;
- General Maritime Directorate staff.
- possibly port authorities staff
- any other to be nominated by the Beneficiary

2.3 Relevance of the Training Needs Assessment

The TNA presented in the following sections is related to all three components of the project. In particular, the ToR require the Contractor to deliver training and capacity-building measures under the following specific activities:

Component 1:

- 1.1.2.2 Implement the training and capacity building of the staff of the departments of the MTI (tentatively 20 members) in charge of road, rail and maritime policy accordingly to the TNA, on relevant legal standards and practice in line with requirement of international and European standards.
- 1.1.2.3 Provide Institutional and capacity building in the field of Maritime Safety and Security, training of Flag and Port State Control Inspectors with the aim to increase the professional capacities in enforcement of their responsibilities and obligations according the Paris MoU
- 1.1.2.4 Support for increasing the professional capacities and experience in the field of prevention of Maritime pollution and response equipment capabilities in the cases where the pollution already occurred.
- 1.1.2.5 Support for increasing the cooperation and coordination with neighboring, regional and international countries and maritime institutions for enforcement of maritime safety and security (SOLAS Convention), protection of maritime environment (OPRC and MARPOL Conventions) and the establishment of a VTMISS
- 1.2.4 Implement the training and capacity building of the staff of the future structure (to deal with the ATP and ADR)
- 1.3.6 Implement the training and capacity building of the staff of the future Accident and Incident Investigation Body. The staffing of the AIIB is a total of 9 approved from the Council of Ministers. It will cover Air, Maritime and Rail transport.
- 1.4.1.3 Training of the inspections and certifications unit's staff on relevant legal standards and practice related to the ones for the transport of dangerous good and minimal standards for working time, driving and rest periods, enforcement and use of digital tachograph, and well authorization for road transport components (trucks) and drivers

Component 2:

- 2.1.11 Training the staff of the railway department on relevant legal standards and practice in line with requirement of international and European standards (tentatively 30 members)

Component 3:

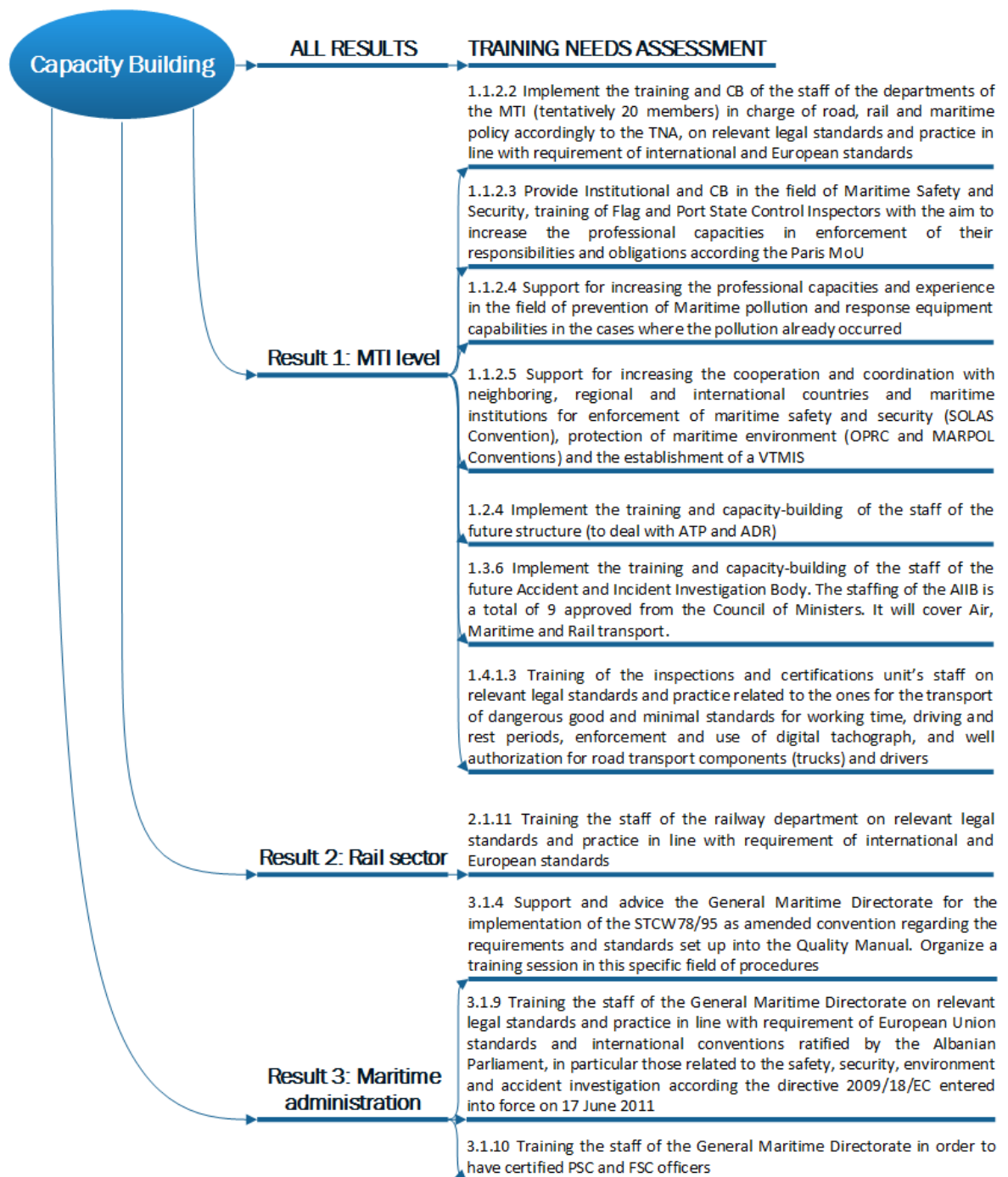
- 3.1.4 Support and advice the General Maritime Directorate for the implementation of the STCW78/95 as amended convention regarding the requirements and standards set up into the Quality Manual. Organize a training session in this specific field of procedures (tentatively 5 members)
- 3.1.9 Training the staff of the General Maritime Directorate on relevant legal standards and practice in line with requirement of European Union standards and international conventions ratified by the Albanian Parliament, in particular those related to the safety, security, environment and accident investigation according the Directive 2009/18/EC entered into force on 17 June 2011 (tentatively 10 members).
- 3.1.10 Training the staff of the General Maritime Directorate in order to have certified PSC and FSC officers. (tentatively 10 members)

The relevance of the training and capacity building activities with the expected results of the project is graphically illustrated in the figure overleaf.

2.4 Target groups

In line with the requirements of the ToR, the TNA targeted the following entities:

- MTI staff in charge for road, rail, and maritime policies;
- MTI and GDRTS staff in charge for the implementation of ADR and ATP agreements;
- MTI staff in charge of the transport sector accident and incident investigation body establishment;
- Staff of General Directorate of Road Transport Service;
- National Railway Authority staff;
- General Maritime Directorate staff.



2.5 The questionnaires

The Training Needs Assessment was assessed based on two tailor made questionnaires that were distributed as per the requirements of ToR.

The first questionnaire aims at a proper selection of the trainees. It is about each interviewee making a self-exposure of the current job position status and stability, education, training receivables, development interest, etc.

The second questionnaire aims the proper selection of the training topics, as it is taken from the opinion and preferences of the interviewees. It lists all training topics as judged

necessary during the preliminary gap analysis that was made for each and every one of the targeted sectors and fields. Found in this second questionnaire are questions on the Road, Railway, and Maritime sectors that relate to Albania Transport sector vs EU Acquis missed compliance/gaps. This set of questions was made possible through intensive discussions and meetings with the major responsible stakeholders and specialists from the Transport sectors involved during a series of meetings.

The interviewing/questionnaire fill-in was carried out during May 2014.

2.6 The results of the TNA

A total of 106 completed questionnaires were collected during the TNA process. 7 of them could not be used for the subsequent analysis, as these were received from the infrastructure-related divisions, which falls beyond the scope of the present TA project. 103 out of the 106 respondents voted for topics in their working field only

The TNA questionnaire was distributed to 6 entities, namely:

- Ministry of Transport and Infrastructure (MTI);
- General Directorate for Road Transport Services (GDRTS);
- Albanian Railway Company (AR);
- Railway Inspection Directorate;
- General Maritime Directorate;
- Port Authorities.

One of the first and foremost objectives of the TNA was the identification of areas of interest, which the respondents are willing to boost their knowledge at.

The analysis of the collected questionnaires suggests the following collective (i.e. aggregated across all entities who received the questionnaires) according to their importance, as perceived by the respondents.

| Training Topic | % | POINTS | VOTES | H | S | M | P |
|--|-----|--------|-------|----|---|---|---|
| ROAD SECTOR | | | | | | | |
| EU and international legal standards and practices | 93% | 15.8 | 16 | 15 | 1 | 0 | 0 |
| Implementation of ADR (International Agreement on Dangerous Goods) | 88% | 15.0 | 16 | 14 | 1 | 0 | 1 |
| Inspections and certification for transport of dangerous goods | 88% | 15.0 | 17 | 13 | 2 | 0 | 2 |
| Environmental issues | 88% | 15.0 | 16 | 14 | 1 | 0 | 1 |
| Legal standards and practice in inspections and certifications on road transport | 85% | 14.5 | 16 | 12 | 3 | 0 | 1 |
| Vehicles' Technical Inspection System for Roadworthiness | 85% | 14.5 | 16 | 11 | 4 | 1 | 0 |
| European legislation and best practices | | | | | | | |
| Implementation of ATP (International Agreement on Perishable Foodstuffs) | 82% | 14.0 | 16 | 12 | 2 | 0 | 2 |

| Training Topic | % | POINTS | VOTES | H | S | M | P |
|---|-----|--------|-------|----|----|----|---|
| Road safety | 82% | 14.0 | 16 | 11 | 3 | 1 | 1 |
| Transport accident and incident investigation body | 81% | 13.8 | 17 | 10 | 3 | 2 | 2 |
| International Road Transport and Facilitation of Operations Related acts, AETR Agreement, European Best Practices | 81% | 13.8 | 15 | 10 | 5 | 0 | 0 |
| Controls and penalties | 81% | 13.8 | 15 | 10 | 5 | 0 | 0 |
| Digital Tachograph | 76% | 13.0 | 15 | 10 | 2 | 3 | 0 |
| Deregulation of levels of services and operations | 75% | 12.8 | 15 | 8 | 5 | 2 | 0 |
| Border crossing procedures. European best practices | 72% | 12.3 | 15 | 7 | 5 | 3 | 0 |
| RAILWAY SECTOR | | | | | | | |
| Safety Standards. Safety legislation | 88% | 48.3 | 52 | 44 | 4 | 1 | 3 |
| Making maximum use of the infrastructure; | 87% | 47.8 | 55 | 37 | 8 | 9 | 1 |
| Railways Market. "Acquis communautaire" and Legislation: Infrastructure Manager, Train Operator etc. | 86% | 47.5 | 53 | 42 | 4 | 3 | 4 |
| Infrastructure Manager, Train Operator etc. | 86% | 47.5 | 53 | 42 | 4 | 3 | 4 |
| EU and international legal standards and practices | 86% | 47.3 | 53 | 40 | 3 | 10 | 0 |
| Implementation of RID agreement in Railways | 85% | 47.0 | 53 | 39 | 7 | 4 | 3 |
| Institutional Strengthening. Creating an integrated rail freight market in the EU, Restructuring/institutional strengthening (EU Member States examples) | 85% | 47.0 | 54 | 37 | 7 | 9 | 1 |
| European Railway Agency, TSI, ERTMS Cross-acceptance | 85% | 46.8 | 53 | 39 | 6 | 5 | 3 |
| Inspections and certification for transport of dangerous goods for rail transport | 82% | 45.0 | 52 | 38 | 4 | 6 | 4 |
| COTIF Convention. Approximation SMGS-COTIF | 81% | 44.8 | 52 | 35 | 8 | 6 | 3 |
| Rail Market Monitoring Scheme (RMMS) | 80% | 44.3 | 53 | 34 | 6 | 10 | 3 |
| Development of market of transport services and competitive environment; | 80% | 44.3 | 49 | 37 | 6 | 5 | 1 |
| Liberalization Index | 79% | 43.5 | 50 | 32 | 11 | 6 | 1 |
| Railways Network Statement | 76% | 41.8 | 50 | 31 | 8 | 8 | 3 |
| Railways infrastructure charges | 75% | 41.5 | 50 | 34 | 6 | 2 | 8 |
| Environment. Noise & Air pollution | 68% | 37.5 | 50 | 25 | 8 | 9 | 8 |
| MARITIME SECTOR | | | | | | | |
| EU and international legal standards and practices | 98% | 31.5 | 32 | 30 | 2 | 0 | 0 |
| International Conventions/IMO | 95% | 30.3 | 32 | 26 | 5 | 1 | 0 |
| Implementation of the STCW 78/95 | 94% | 30.0 | 32 | 26 | 4 | 2 | 0 |
| Maritime Safety. The European Maritime Safety | 92% | 29.5 | 31 | 26 | 4 | 1 | 0 |

| Training Topic | % | POINTS | VOTES | H | S | M | P |
|--|-----|--------|-------|----|----|----|---|
| Agency (EMSA) | | | | | | | |
| Training for Certified PSC and FSC officers | 91% | 29.3 | 31 | 24 | 7 | 0 | 0 |
| Safety of passengers aboard ships | 91% | 29.0 | 30 | 26 | 4 | 0 | 0 |
| Maritime pollution: Environmental protection | 91% | 29.0 | 30 | 27 | 2 | 1 | 0 |
| Flag and Port State control | 88% | 28.3 | 30 | 24 | 5 | 1 | 0 |
| The third maritime safety package | | | | | | | |
| a. Dealing with the aftermath of accidents | 85% | 27.3 | 31 | 17 | 13 | 1 | 0 |
| b. Improved accident and pollution prevention | 84% | 27.0 | 31 | 17 | 12 | 2 | 0 |
| Best Practices in maritime transport | 81% | 26.0 | 30 | 14 | 16 | 0 | 0 |
| Security in Ports: ISPS code | 81% | 26.0 | 30 | 16 | 12 | 2 | 0 |
| Facilitation of international shipping | 78% | 25.0 | 30 | 11 | 18 | 1 | 0 |
| Best Practices in port operations | 75% | 24.0 | 30 | 15 | 6 | 9 | 0 |
| Port operations and customs | 71% | 22.8 | 30 | 12 | 7 | 11 | 0 |
| Port Community Systems | 71% | 22.8 | 30 | 12 | 8 | 9 | 1 |
| Port operations: best practices | 70% | 22.5 | 29 | 12 | 8 | 9 | 0 |
| The ERIKA-I and ERIKA-II packages of measures | 70% | 22.3 | 30 | 13 | 4 | 12 | 1 |
| The Prestige accident | 70% | 22.3 | 30 | 13 | 4 | 12 | 1 |
| European sea transport policy. Ports Policy | | | | | | | |
| a. European example | 68% | 21.8 | 29 | 12 | 5 | 12 | 0 |
| b. Future ports strategy | 68% | 21.8 | 29 | 12 | 5 | 12 | 0 |
| Inspections and certification for transport of dangerous goods in maritime transport | 68% | 21.8 | 24 | 17 | 6 | 0 | 1 |
| Motorways of the sea | 67% | 21.5 | 27 | 15 | 2 | 10 | 0 |
| Port operations and hinterland connections | 67% | 21.5 | 28 | 11 | 8 | 9 | 0 |
| Single Window | 60% | 19.3 | 22 | 11 | 11 | 0 | 0 |

In addition to the voted topics, the interviewees expressed their opinion on potential additional training topics, as follows:

Road sector:

- Experience exchange on EU Road Services Control models
- Train Control Agencies on the Side of the Road
- Train for Dangerous Goods Testing or such opportunity to be provisioned under the activity 1.2.2.
- Train for Equipment for weighing vehicles with overweight loads or such opportunity to be provisioned under the activity 1.2.2

Railway sector:

- Improving critical safety issues in working in the vicinities of locomotive (diesel/generator driven)
- Applying/ Implementation of the New Railway Code
- Application of Directives and Regulations in the field
- Organization and Functioning of a One-Stop-Shop

Maritime sector:

- SAR (Search and Rescue) Service Operations

Other:

- Legal Approximation process
- Negotiation Skills
- Project Management
- Monitoring Sector Analysis and Priority Identification
- Resource/Capacities Allocation/Management

However, in order to ensure that target groups are addressed in accordance with their identified training needs, it is important to understand the perceived importance accorded to a potential training topic within each of the entities separately. The results of the TNA per entity are as follows:

Ministry of Transport and Infrastructure:

| ROAD SECTOR | | | |
|--|-----|-----|---|
| EU and international legal standards and practices | 96% | 5,8 | 6 |
| Implementation of ADR (International Agreement on Dangerous Goods) | 83% | 5,0 | 6 |
| Environmental issues | 83% | 5,0 | 6 |
| Legal standards and practice in inspections and certifications on road transport | 83% | 5,0 | 6 |
| International Road Transport and Facilitation of Operations | | | |
| Related acts, AETR Agreement, European Best Practices | 71% | 4,3 | 5 |
| Controls and penalties | 71% | 4,3 | 5 |
| Deregulation of levels of services and operations | 71% | 4,3 | 6 |
| Inspections and certification for transport of dangerous goods | 67% | 4,0 | 6 |
| Vehicles' Technical Inspection System for Roadworthiness | | | |
| European legislation and best practices | 67% | 4,0 | 5 |
| Implementation of ATP (International Agreement on Perishable Foodstuffs) | 67% | 4,0 | 6 |
| Road safety | 67% | 4,0 | 6 |
| Transport accident and incident investigation body | 63% | 3,8 | 6 |
| Border Crossing Procedures | | | |
| European best practices | 63% | 3,8 | 5 |
| Digital Tachograph | 58% | 3,5 | 5 |
| RAILWAY SECTOR | | | |
| EU and international legal standards and practices | 75% | 3,0 | 4 |
| Rail Market Monitoring Scheme (RMMS) | 75% | 3,0 | 4 |
| Making maximum use of the infrastructure; | 69% | 2,8 | 4 |
| Railways Market | | | |
| Acquis communautaire" and Legislation: Infrastructure Manager, Train Operator etc | 69% | 2,8 | 4 |

| | | | |
|---|------|-----|---|
| Institutional Strengthening | | | |
| Creating an integrated rail freight market in the EU, Restructuring/institutional strengthening (EU Member States examples) | 69% | 2,8 | 4 |
| Development of market of transport services and competitive environment; | 69% | 2,8 | 4 |
| Liberalisation Index | 69% | 2,8 | 4 |
| Safety Standards | | | |
| Safety legislation | 69% | 2,8 | 3 |
| Environment | | | |
| Noise & Air pollution | 63% | 2,5 | 4 |
| Interoperability | | | |
| European Railway Agency, TSI, ERTMS Cross-acceptance | 50% | 2,0 | 3 |
| Implementation of ADR agreement in Railways | 50% | 2,0 | 3 |
| COTIF Convention. Approximation SMGS-COTIF | 50% | 2,0 | 3 |
| Inspections and certification for transport of dangerous goods for rail transport | 38% | 1,5 | 3 |
| Railways Network Statement | 38% | 1,5 | 2 |
| Railways infrastructure charges | 38% | 1,5 | 2 |
| MARITIME SECTOR | | | |
| EU and international legal standards and practices | 100% | 3,0 | 3 |
| Maritime Safety | 100% | 3,0 | 3 |
| Maritime pollution: Environmental protection | 100% | 3,0 | 3 |
| The third maritime safety package | | | |
| • Dealing with the aftermath of accidents | 100% | 3,0 | 3 |
| • Improved accident and pollution prevention | | | |
| Training for Certified PSC and FSC officers | 92% | 2,8 | 3 |
| International Conventions/IMO | 83% | 2,5 | 3 |
| Implementation of the STCW 78/95 | 83% | 2,5 | 3 |
| Facilitation of international shipping | 75% | 2,3 | 3 |
| Port Community Systems | 75% | 2,3 | 3 |
| Safety of passengers aboard ships | 67% | 2,0 | 2 |
| The European Maritime Safety Agency (EMSA) | 67% | 2,0 | 2 |
| Flag and Port State control | 67% | 2,0 | 2 |
| Best Practices in maritime transport | 67% | 2,0 | 2 |
| Best Practices in port operations | 67% | 2,0 | 2 |
| European sea transport policy. Ports Policy | | | |
| • European example | 67% | 2,0 | 2 |
| • Future ports strategy | | | |
| Motorways of the sea | 67% | 2,0 | 2 |
| Inspections and certification for transport of dangerous goods in maritime transport | 58% | 1,8 | 3 |
| Security in Ports: ISPS code | 50% | 1,5 | 2 |
| Port operations and customs | 50% | 1,5 | 2 |
| Port operations: best practices | 50% | 1,5 | 2 |
| The ERIKA-I and ERIKA-II packages of measures | 50% | 1,5 | 2 |
| The Prestige accident | | | |
| Port operations and hinterland connections | 50% | 1,5 | 2 |
| Single Window | 50% | 1,5 | 2 |

General Directorate of Road Transport Services

| | | | |
|--------------------|--|--|--|
| ROAD SECTOR | | | |
|--------------------|--|--|--|

| | | | |
|--|------|------|----|
| EU and international legal standards and practices | 100% | 11,0 | 11 |
| Implementation of ADR (International Agreement on Dangerous Goods) | 100% | 11,0 | 11 |
| Inspections and certification for transport of dangerous goods | 100% | 11,0 | 11 |
| Environmental issues | 100% | 11,0 | 11 |
| Legal standards and practice in inspections and certifications on road transport | 100% | 11,0 | 11 |
| Vehicles' Technical Inspection System for Roadworthiness | 100% | 11,0 | 11 |
| European legislation and best practices | 100% | 11,0 | 11 |
| Implementation of ATP (International Agreement on Perishable Foodstuffs) | 100% | 11,0 | 11 |
| Road safety | 100% | 11,0 | 11 |
| International Road Transport and Facilitation of Operations | 100% | 11,0 | 11 |
| Related acts, AETR Agreement, European Best Practices | 100% | 11,0 | 11 |
| Controls and penalties | 100% | 11,0 | 11 |
| Digital Tachograph | 100% | 11,0 | 11 |
| Transport accident and incident investigation body | 91% | 10,0 | 11 |
| Deregulation of levels of services and operations | 91% | 10,0 | 10 |
| Border Crossing Procedures | 91% | 10,0 | 11 |
| European best practices | 91% | 10,0 | 11 |

Albanian Railway Company

| | | | |
|---|-----|------|----|
| RAILWAY SECTOR | | | |
| Making maximum use of the infrastructure; | 92% | 41,5 | 45 |
| Safety Standards | 91% | 40,8 | 44 |
| Safety legislation | 91% | 40,8 | 44 |
| Institutional Strengthening | 91% | 40,8 | 44 |
| Creating an integrated rail freight market in the EU, Restructuring/institutional strengthening (EU Member States examples) | 91% | 40,8 | 44 |
| Implementation of ADR agreement in Railways | 88% | 39,5 | 44 |
| Development of market of transport services and competitive environment; | 88% | 39,5 | 43 |
| EU and international legal standards and practices | 87% | 39,3 | 44 |
| Railways Market | 87% | 39,3 | 43 |
| Acquis communautaire" and Legislation: Infrastructure Manager, Train Operator etc | 87% | 39,3 | 43 |
| Interoperability | 87% | 39,3 | 44 |
| European Railway Agency, TSI, ERTMS Cross-acceptance | 87% | 39,3 | 43 |
| COTIF Convention. Approximation SMGS-COTIF | 87% | 39,3 | 44 |
| Liberalisation Index | 87% | 39,3 | 44 |
| Inspections and certification for transport of dangerous goods for rail transport | 84% | 38,0 | 43 |
| Rail Market Monitoring Scheme (RMMS) | 84% | 37,8 | 43 |
| Railways infrastructure charges | 83% | 37,5 | 42 |
| Railways Network Statement | 81% | 36,3 | 42 |
| Environment | 73% | 33,0 | 44 |
| Noise & Air pollution | 73% | 33,0 | 44 |

Railway Inspection Directorate

| | | | |
|---|------|-----|---|
| RAILWAY SECTOR | | | |
| Inspections and certification for transport of dangerous goods | 100% | 1,0 | 1 |
| Vehicles' Technical Inspection System for Roadworthiness | 100% | 1,0 | 1 |
| European legislation and best practices | 100% | 1,0 | 1 |

| | | | |
|---|------|-----|---|
| Transport accident and incident investigation body | 100% | 1,0 | 1 |
| Safety Standards | | | |
| Safety legislation | 100% | 4,0 | 4 |
| EU and international legal standards and practices | 100% | 4,0 | 4 |
| Railways Market | | | |
| Acquis communautaire" and Legislation: Infrastructure Manager, Train Operator etc | 100% | 4,0 | 4 |
| Interoperability | | | |
| European Railway Agency, TSI, ERTMS Cross-acceptance | 100% | 4,0 | 4 |
| Implementation of ADR agreement in Railways | 100% | 4,0 | 4 |
| Inspections and certification for transport of dangerous goods for rail transport | 100% | 4,0 | 4 |
| Railways Network Statement | 63% | 2,5 | 4 |
| Making maximum use of the infrastructure; | 50% | 2,0 | 4 |
| Institutional Strengthening | | | |
| Creating an integrated rail freight market in the EU, Restructuring/institutional strengthening (EU Member States examples) | 50% | 2,0 | 4 |
| COTIF Convention. Approximation SMGS-COTIF | 50% | 2,0 | 4 |
| Rail Market Monitoring Scheme (RMMS) | 50% | 2,0 | 4 |
| Railways infrastructure charges | 25% | 1,0 | 4 |
| Development of market of transport services and competitive environment; | 0% | 0,0 | 0 |
| Liberalisation Index | 0% | 0,0 | 0 |
| Environment | | | |
| Noise & Air pollution | 0% | 0,0 | 0 |

General Maritime Directorate

| MARITIME SECTOR | | | |
|--|-----|-----|---|
| EU and international legal standards and practices | 96% | 6,8 | 7 |
| International Conventions/IMO | 96% | 6,8 | 7 |
| Implementation of the STCW 78/95 | 96% | 6,8 | 7 |
| Maritime Safety | 96% | 6,8 | 7 |
| The European Maritime Safety Agency (EMSA) | 96% | 6,8 | 7 |
| Maritime pollution: Environmental protection | 93% | 6,5 | 7 |
| Flag and Port State control | 93% | 6,5 | 7 |
| Safety of passengers aboard ships | 89% | 6,3 | 7 |
| The third maritime safety package | | | |
| · Dealing with the aftermath of accidents | 89% | 6,3 | 7 |
| · Improved accident and pollution prevention | | | |
| Security in Ports: ISPS code | 89% | 6,3 | 7 |
| Best Practices in maritime transport | 89% | 6,3 | 7 |
| Facilitation of international shipping | 89% | 6,3 | 7 |
| Best Practices in port operations | 89% | 6,3 | 7 |
| Inspections and certification for transport of dangerous goods in maritime transport | 89% | 6,3 | 7 |
| Port operations and hinterland connections | 89% | 6,3 | 7 |
| Single Window | 89% | 6,3 | 7 |
| Motorways of the sea | 86% | 6,0 | 6 |
| Training for Certified PSC and FSC officers | 82% | 5,8 | 6 |
| Port operations and customs | 82% | 5,8 | 7 |

| | | | |
|---|-----|-----|---|
| The ERIKA-I and ERIKA-II packages of measures The Prestige accident | 82% | 5,8 | 7 |
| Port Community Systems | 79% | 5,5 | 6 |
| European sea transport policy. Ports Policy · European example · Future ports strategy | 68% | 4,8 | 6 |

Port Authorities

| MARITIME SECTOR | | | |
|---|-----|------|----|
| EU and international legal standards and practices | 99% | 19,8 | 20 |
| International Conventions/IMO | 98% | 19,5 | 20 |
| Implementation of the STCW 78/95 | 96% | 19,3 | 20 |
| Training for Certified PSC and FSC officers | 96% | 19,3 | 20 |
| Safety of passengers aboard ships | 94% | 18,8 | 19 |
| Maritime Safety | 91% | 18,3 | 19 |
| The European Maritime Safety Agency (EMSA) | 91% | 18,3 | 19 |
| Flag and Port State control | 91% | 18,3 | 19 |
| Maritime pollution: Environmental protection | 88% | 17,5 | 18 |
| Security in Ports: ISPS code | 84% | 16,8 | 19 |
| Best Practices in maritime transport | 81% | 16,3 | 19 |
| The third maritime safety package · Dealing with the aftermath of accidents · Improved accident and pollution prevention | 80% | 16,0 | 19 |
| Facilitation of international shipping | 75% | 15,0 | 18 |
| Best Practices in port operations | 71% | 14,3 | 19 |
| Port operations and customs | 70% | 14,0 | 19 |
| Port Community Systems | 68% | 13,5 | 19 |
| European sea transport policy. Ports Policy · European example · Future ports strategy | 68% | 13,5 | 19 |
| Port operations: best practices | 66% | 13,3 | 18 |
| The ERIKA-I and ERIKA-II packages of measures The Prestige accident | 65% | 13,0 | 19 |
| Port operations and hinterland connections | 61% | 12,3 | 17 |
| Motorways of the sea | 60% | 12,0 | 17 |
| Inspections and certification for transport of dangerous goods in maritime transport | 59% | 11,8 | 12 |
| Single Window | 50% | 10,0 | 11 |

2.7 Tentative training module list

One of the purposes of the TNA is to define a list of training modules to be provided as capacity building measures in the framework of the TA project, considering the results of the collected questionnaires and based on the requirements of the ToR.

The ToR specify a range of capacity building activities along all of the project components. In some cases, the tentative number of participants is also stipulated. However, the capacity building themes according to the ToR are in most cases generic and could possibly relate to a multitude of sub-topics of interest. It is in this point where

the TNA results are used in order to specify the capacity building topics with more precision.

In the following table, the requirements of the ToR are presented in correlation with the TNA results concerning the perceived importance of the training topics. As a result, the tentative training modules list is proposed.

| Activity no. (As per ToR) | Description | Interest Group (Sector) | Entity | Tentative number of participants (as per ToR) | Proposed number of participants (to be confirmed after nomination of candidates) | Tentative training topics (modules) |
|---------------------------|--|-----------------------------|--------|---|--|---|
| 1.1.2.2 | Training and capacity-building of the staff of the departments of the MTI in charge of road, rail and maritime policy accordingly to the TNA, on relevant legal standards and practice in line with requirement of international and European standards | Road Railway Maritime | MTI | 20 | | <p>EU and international legal standards and practices</p> <p>International Road Transport and Facilitation of Operations - Related acts, AETR Agreement, European Best Practices</p> <p>Road safety</p> <p>Deregulation of levels of services and operations</p> <p>International maritime conventions and codes (SOLAS, MARPOL, , ISPS, IMDG, etc.)</p> <p>European sea transport and ports policy</p> <p>Environmental issues</p> |
| 1.1.2.3 | Capacity Building in the field of Maritime Safety and Security, training of Flag and Port State Control Inspectors with the aim to increase the professional capacities in enforcement of their responsibilities and obligations according the Paris Memorandum of Understanding (Paris MoU) | Maritime | GMD | Not provided for in the ToR | | <p>International maritime conventions and codes (SOLAS, MARPOL, , ISPS, IMDG, etc.)</p> <p>Prestige accident</p> <p>Erika I and Erika II packages;</p> <p>Third Maritime Safety Package;</p> <p>Flag and Port State Control;</p> <p>;</p> <p>Safety of passengers aboard ships;</p> <p>Ship and Port Security, ISPS code;</p> |

| | | | | | | |
|---------|--|----------|--------------------------------|-----------------------------|--|--|
| | | | | | | <p>Inspection, certification and handling of dangerous goods in maritime transport;</p> <p>IMDG Code and Recommendations for handling of dangerous goods in port areas.</p> |
| 1.1.2.4 | Support for increasing the professional capacities and experience in the field of prevention of Maritime pollution and response equipment capabilities in the cases where the pollution already occurred | Maritime | MTI GMD Port Authorities | Not provided for in the ToR | | <p>EU legislation and international conventions on the prevention and combatting of pollution of the maritime environment (incl. MARPOL 73/78, Barcelona Convention, OPRC, Ballast Convention, etc.)</p> <p>ESPO (European Sea Ports Organisation) Codes of Practice;</p> <p>Contingency Plans;</p> <p>Equipment to combat pollution</p> |
| 1.1.2.5 | Support for increasing the cooperation and coordination with neighbouring, regional and international countries and maritime institutions for enforcement of maritime safety and security (SOLAS Convention), protection of maritime environment (OPRC and MARPOL Conventions) and the establishment of a Vessel Traffic Monitoring and Information System (VTMIS) | Maritime | MTI GMD Port Authorities | Not provided for in the ToR | | <p>Requirements for regional cooperation in the fields of</p> <ul style="list-style-type: none"> • SAR, • VTMIS and AIS, • environment protection and the combatting of pollution (contingency plans); <p>Regional contingency plans.</p> |
| 1.2.4 | Training and capacity-building of the staff of the future structure within the road transport directorate responsible for implementation of law on transport of dangerous goods | Road | GDRTS | Not provided for in the ToR | | <p>Legal standards and practice in inspections and certifications on road transport</p> <p>Implementation of ADR (International Agreement on Dangerous Goods)</p> <p>Inspections and certification for transport of</p> |

| | | | | | | |
|---------|---|-----------------------------|-------------------------------------|-----------------------------|--|---|
| | and related international agreements | | | | | dangerous goods |
| 1.3.6 | Implement the training and capacity-building of the staff of the future Accident and Incident Investigation Body | Rail, Maritime ¹ | AIIB | 9 | | Transport accident and incident investigation |
| 1.4.1.3 | Training of the inspections and certifications unit's staff on relevant legal standards and practice related to the ones for the transport of dangerous good and minimal standards for working time, driving and rest periods, enforcement and use of digital tachograph, and well authorisation for road transport components (trucks) and drivers | Road | GDRTS | Not provided for in the ToR | | Implementation of ADR (International Agreement on Dangerous Goods) Digital Tachograph Vehicles' Technical Inspection System for Roadworthiness - European legislation and best practices Controls and penalties |
| 2.1.11 | Training the staff of the railway department on relevant legal standards and practice in line with requirement of international and European standards (2 modules) | Railway | New Rail Authorities (NRA, NSA, NB) | 30 | | Safety standards (including RID inspections/certifications) Railway Market Opening and Liberalization Institutional Strengthening and further developments International, environmental and other relevant railway sector issues |
| 3.1.4 | Training session in implementation of the STCW78/95 as amended convention regarding the | Maritime | MTI GMD | 5 | | STCW Convention and STCW Code; Requirements for certification of master and crew members, and verification thereof; |

¹ According to the ToR, the future Accident and Incident Investigation Body shall also encompass the air transport sector. However, the air transport sector falls beyond the scope of this TA project and hence was omitted.

| | | | | | | |
|--------|--|----------|-----------------------|----|--|---|
| | requirements and standards set up into the Quality Manual | | | | | Standards for manning levels; Training requirements; Special training for certain types of ships; Guidelines for implementation of international standards. |
| 3.1.9 | Training the staff of the General Maritime Directorate on relevant legal standards and practice in line with requirement of European Union standards and international conventions ratified by the Albanian Parliament, in particular those related to the safety, security, environment and accident investigation according the Directive 2009/18/EC entered into force on 17 June 2011. | Maritime | MTI GMD | 10 | | International maritime conventions and codes (SOLAS, MARPOL, , , IMDG, etc.) Safety of passengers aboard ships; Ship and Port Security, ISPS code; Inspection of vessels; Prevention and combatting of pollution; Inspection, certification and handling of dangerous goods in maritime transport; IMDG Code and Recommendations for handling of dangerous goods in port areas. |
| 3.1.10 | Training the staff of the GMD in order to have certified PSC and FSC officers | Maritime | GMD Inspect ors | 10 | | International maritime conventions and codes (SOLAS, MARPOL, , ISPS, IMDG, etc.) Prestige accident; Erika I and Erika II packages; Third Maritime Safety Package; Flag and Port State Control; Introduction to EMSA; Paris MoU; STCW Convention; Safety of passengers aboard ships; |

| | | | | | | |
|--|--|----------|--------------------------------|-----------------------------|--|--|
| | | | | | | Ship and Port Security, ISPS code; |
| | Training on port management and maritime transport | Maritime | MTI GMD Port Authorities | Not provided for in the ToR | | Facilitation of international shipping (FAL Convention); Maritime transport; Best practices in port operations; Port operations and customs; Port operations and hinterland connections; Port Community Systems; Single Window; Motorways of the sea. |

3 Conclusions

Based on the analysis of the collected questionnaires, it is concluded that there is serious commitment of staff towards training, which can be attributed to:

- High interest in the EU alignment
- Low rate of in house training offered
- Lack of information on almost all topics offered.
- Need to strengthen job position and enrich career

The rate of topic evaluation is high and the interviewees seemed to be positive to all what is suggested.

The topics for forthcoming training sessions have been ranked according to their perceived importance by the respondents.

4 Recommendations

The ToR require the Contractor to deliver training to the following target groups:

- Staff of the departments of the MTI in charge of road, rail and maritime policy;
- Staff of the future Accident and Incident Investigation Body;
- Staff of MTI/GDRTS to deal with the ATP and ADR;
- Staff of the inspections and certifications units of GDRTS;
- Staff of the (future) National Railway Authorities (Railway and Safety authorities and Notified/Interoperability Body)
- Staff of the departments of the MTI in charge for Maritime Safety and Security;
- Staff of the General Maritime Directorate responsible for the implementation of European Union standards and international conventions ratified by the Albanian Parliament, in particular those related to the safety, security, environment and accident investigation;
- Flag and Port State Control inspectors /certified FSC and PSC officers;
- Staff in charge for prevention of Maritime pollution and response;
- Staff in charge for enforcement of maritime safety and security (SOLAS Convention), protection of maritime environment (OPRC and MARPOL Conventions) and the establishment of a VTMISS;
- Staff of the General Maritime Directorate for the implementation of the STCW78/95 Convention;

The Contractor invites the Beneficiary to nominate the personnel in line with the above list.

ANNEX 1

**Questionnaire 1 – TRAINING
NEEDS SELF-ASSESSMENT
Questionnaire 2 – TRAINING
TOPICS**

QUESTIONNAIRE 1

TRAINING NEEDS SELF-ASSESSMENT

A. Respondent profile

Please fill in the following information:

Name: _____

Current Job Position/level and

Department: _____

Working years in the

Ministry: _____

Educational

Level: _____

Profession: _____

Job

Description: _____

B. Job description

a) How long have you been assigned to your current post in the Ministry? _____

b) Explicitly list the different areas of the transport sectors that you work in (e.g road, rail, maritime, logistics, etc.)

c) Have you worked in the above fields from the onset of your employment in the Ministry?
If not, list the additional areas that you have worked in.

d) How often do you change the area of work within your department and/or different departments of the Ministry?

C. Assessment of task responsibilities and skills self evaluation

Please fill in the Table 1 below with your personal details and rate your task/activity by ticking (✓) in the box for your selected value, ranged from 4 to 1, (the significance according to your assessment is provided below for every question):

a) Frequency engaged with each type of task/activity

- 4: Very often (more than once a week)
- 3: Often (more than once a month)
- 2: Only sometimes (more than once a year)
- 1: No requirement (never or less than once a year)

b) Skill/knowledge and experience to complete the work

- 4: Effective knowledge/skills
- 3: Adequate knowledge/skills but requires support.
- 2: Limited knowledge/ skills and little experience
- 1: No knowledge/skills and experience

c) Practical experience (e.g visiting transport related sites: motorways, national roads, ports, railways etc)

- 4: Sufficient experience
- 3: Adequate experience
- 2: Limited experience
- 1: No experience (solely desktop work)

TABLE 1 (to be filled according to above instructions)

| Name | Qualification Level/ Professional Background | Relevant professional background/ occupation | Position: Type of activities/ responsibilities | Frequency engaged with each type of task/activity | | | | Skill/knowledge to complete the work | | | | Practical Experience | | | | Activity carried by yourself (internal resources) or external ones? If so, what types of external resources are sought? | Would you like further development in this area? Yes/No |
|------|---|---|--|---|--|--|--|--------------------------------------|--|--|--|----------------------|--|--|--|---|---|
| | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |

D. Assessment of Ministry Practices

- a) To what degree is your department integrated with the industry of each respective area of work/sector?

- b) Does your department have any links with the academia? If so, to what extent is their input integrated in your work?

E. Life Long Learning

- a) Does the Ministry offer any training opportunities and/or educational seminars for lifelong learning?_____
- b) If yes, what type of training have you attended during your employment and in what frequency? In which field?

- c) What training/skills have you acquired that are relevant to your work in the Ministry?

- d) Following your training, were there any evaluation procedures in place? _____

F. Please add any information you consider useful:

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

QUESTIONNAIRE 2

TRAINING TOPICS

| | <i>How do you rate the need for such training topic</i> | | | |
|---|---|-------------------|-----------------|-------------|
| Training Topic | High | Sufficient | Moderate | Poor |
| <u>ROAD SECTOR</u> | | | | |
| EU and international legal standards and practices | | | | |
| Implementation of ADR (International Agreement on Dangerous Goods) | | | | |
| Inspections and certification for transport of dangerous goods | | | | |
| Implementation of ATP (International Agreement on Perishable Foodstuffs) | | | | |
| Transport accident and incident investigation body | | | | |
| Legal standards and practice in inspections and certifications on road transport | | | | |
| Vehicles' Technical Inspection System for Roadworthiness European legislation and best practices | | | | |
| Border Crossing Procedures European best practices | | | | |
| International Road Transport and Facilitation of Operations Related acts, AETR Agreement, European Best Practices | | | | |
| Digital Tachograph | | | | |
| Controls and penalties | | | | |
| Deregulation of levels of services and operations | | | | |
| Environmental issues | | | | |
| Road safety | | | | |
| Other:..... | | | | |
| Other:..... | | | | |
| Other:..... | | | | |
| <u>RAILWAY SECTOR</u> | | | | |
| EU and international legal standards and practices | | | | |
| Railways Market Acquis communautaire" and Legislation: Infrastructure Manager, Train Operator etc | | | | |
| Rail Market Monitoring Scheme (RMMS) | | | | |

| | | | | |
|---|--|--|--|--|
| Liberalisation Index | | | | |
| COTIF Convention Approximation SMGS-COTIF | | | | |
| Implementation of ADR agreement in Railways | | | | |
| Inspections and certification for transport of dangerous goods for rail transport | | | | |
| Institutional Strengthening Creating an integrated rail freight market in the EU, Restructuring/institutional strengthening (EU Member States examples) | | | | |
| Interoperability European Railway Agency, TSI, ERTMS Cross-acceptance | | | | |
| Safety Standards Safety legislation | | | | |
| Environment Noise & Air pollution | | | | |
| Development of market of transport services and competitive environment; | | | | |
| Making maximum use of the infrastructure; | | | | |
| Railways Network Statement | | | | |
| Railways infrastructure charges | | | | |
| Other:..... | | | | |
| Other:..... | | | | |
| Other:..... | | | | |
| <u>MARITIME SECTOR</u> | | | | |
| EU and international legal standards and practices | | | | |
| International Conventions/IMO | | | | |
| Implementation of the STCW 78/95 | | | | |
| Training for Certified PSC and FSC officers | | | | |
| European sea transport policy Ports Policy European example Future ports strategy | | | | |
| Motorways of the sea | | | | |
| Best Practices in maritime transport | | | | |
| Best Practices in port operations | | | | |
| Flag and Port State control | | | | |
| Maritime Safety The European Maritime Safety Agency | | | | |

| | | | | |
|---|--|--|--|--|
| (EMSA) | | | | |
| Safety of passengers aboard ships | | | | |
| Maritime pollution: Environmental protection | | | | |
| The third maritime safety package <ul style="list-style-type: none"> Improved accident and pollution prevention Dealing with the aftermath of accidents | | | | |
| The ERIKA-I and ERIKA-II packages of measures The Prestige accident | | | | |
| Inspections and certification for transport of dangerous goods in maritime transport | | | | |
| Facilitation of international shipping | | | | |
| Security in Ports: ISPS code | | | | |
| Port operations: best practices | | | | |
| Port operations and customs | | | | |
| Port operations and hinterland connections | | | | |
| Single Window | | | | |
| Port Community Systems | | | | |
| Other:..... | | | | |
| Other:..... | | | | |
| Other:..... | | | | |