

Completion Report

Modular Training Program on Certified Logistics Master Program March-June, 2015



Funded by Ministry of Foreign Affairs,
Republic of Korea



Implemented by Mekong Institute

Acknowledgement

We are grateful to the participants from Cambodia, Lao PDR, Myanmar, Vietnam, and Thailand who contributed to the success of this training program.

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Furthermore, we wish to express our sincere thanks to the resource persons for providing technical expertise and sharing knowledge and best practices of trade negotiation and trade policy development in the regional and international trade.

Lastly, our sincere appreciation goes to the course organizing team and all Mekong Institute (MI) staffs for their assistance to ensure the successful completion of the training program.

Trade and Investment Facilitation Department

The Mekong Institute

Khon Kaen, Thailand

Executive Summary

The Mekong Institute (MI) conducted a three-week modular training on “Certified Logistics Master” from 16th March to 3rd April, 2015 at its residential training center in Khon Kaen, Thailand. This training program is funded by the Republic of Korea (ROK) - Mekong Cooperation Fund.

The training program aims to improve logistics professionals’ knowledge and skills on transport market, logistics company’s financial management, transport regulation, customs, and international agreements, liability and insurance, warehousing, types of vehicles, maintenance, health and safety, etc.

The program was designed and delivered using a modular training approach in which participants went through three progressive stages: i) “Learn to Do” – training on concepts, techniques and tools to be employed; ii) “Do to Learn” – the participants require to apply their learning in their work assignments with coaching from assigned advisors; and iii) “Share to Learn” – the participants were provided with an opportunity to present the results of their action plan implementation, learning experiences and lessons learned.

Thirty participants from Cambodia, Lao PDR, Myanmar, Thailand and Vietnam (CLMTV countries) attended this modular program. They were senior to mid level managers from both private and public sectors; trucking operators, warehouse operators, freight forwarders, government officials and trainers or association members.

This report covers the ‘learning phase of 3 weeks conducted in March, 2015. The knowledge transfer phase is will be implemented during April to July.

For the training, seven resource persons were outsourced to deliver lectures and presentations, class activities, plenary discussions, simulation exercises and coaching the action plans at the training program.

The training program was delivered on ten inter-related modules:

Module 1: The Structure of Transport markets

This module introduces the different types of companies operating in the logistics market, their different roles, characteristics and interests, the differences between “Logistics” and “Transport”, and logistics or supply chains and increasing revenues and sustainable profitability.

Module 2: Customs and International agreements in GMS & ASEAN

As the AEC approaches the importance of these agreements will increase. It is important for transport and logistics operators to understand their current environment as it affected by customs regulations and how this will change with the further implementation of agreements to which their countries are signatories. This module equips participants with the implementation of customs and international agreements.

Module 3: Basics of freight carriers and freight management

This module presents different types and management of vehicles, including second hand trucks, and semi-trailers as opposed to multi-axle rigid vehicles. The module also addresses the use of Incoterms and relevant documents and introduces the concept of green freight.

Module 4: Transport Regulations

This module equips the participants with key regulations of transport in GMS countries. In this module, the participants will share their own experiences and difficulties they had and find out the best way to relieve the difficulties they had.

Module 5: Basics of Warehousing and Materials Handling

This module presents warehouse which is a key component of logistics systems and is increasing in its strategic importance in supporting modern logistics management to meet overall logistics cost and service goals. This module covers fundamental knowledge about roles of warehousing, warehouse design and layout, storage systems and materials handling equipment, and warehouse operation.

Module 6: Maintenance and Workshop

This module will identify effective programs for both regular/preventive maintenance and corrective maintenance. The module also covers materials relevant to all managers and supervisors who are in charge of management and supervision of maintenance activities as well as to drivers who operate the vehicles.

Module7: Human Resources issues

This module is not intended to serve as a general introduction to human resources management within the transport industry but focuses on the most immediate problems facing SME transport operators.

Module 8: Health and Safety

This module seeks to get the managers thinking about what they could do within their own operations to lessen the likelihood of vehicle and loading accidents and to raise the general level of awareness on safety issues.

Module 9: Company Financial Management

This module presents concept of financial management of logistic companies by recognizing the cost elements, costing and pricing concept and risk management.

Module 10: Transport Regulation Liability and Insurance

This module equips participants with different types of insurances in terms of subjects and knowledge on liability management.

As part of the training requirements, the participants developed action plans to translate the ideas and lessons from the training on Certified Logistics Master program into activities that can be implemented upon return to their organization. The individual action plans are implemented in their home countries from April to July, 2015. During the action plan implementation phase, MI team and resource person

provided online-line consultation and advice. From May to June, MI team conducted monitoring visits to follow up the implementation and provide on-site advice in CLMVT countries.

In August, the participants will visit MI again for 'Share to Learn' phase to present the action plan implementation outcome to the Technical Working Group (TWG) members and other participants. The outcome will be utilized to revise the curriculum modules and the future trainings. In the workshop, those participants who are qualified will be awarded as 'Certified Logistics Master' by MI, GMS- Freight Transport Association (FRETA), and Khon Kaen University (KKU).

Acronyms

ACTs	ASEAN Customs Transit System
AEO	Authorized Economic Operators
AEC	ASEAN Economic Community
AFFA	ASEAN Freight Forwarders Association
BOD	Board of Director
CBTA	Cross Border Transport Agreement
CLMVT	Cambodia, Lao PDR, Myanmar, Vietnam and Thailand
CMR	Contract for the International Carriage of Goods by Road
CPF	Charoen Pokphand Foods
CSR	Corporate Social Responsibility
DSG	Deuan Sawanah Group Co., Ltd
FRETA	Freight Transport Association
GMS	Greater Mekong Sub-region,
ICD	Inland Container Depot
KKU	Khon Kaen University
LCC	Life Cycle Cost
LIFFA	Lao International Freight Forwarders Association
LSPs	Logistics Service Providers
MHE	Material Handling Equipment
MI	Mekong Institute
MIFFA	Myanmar International Freight Forwarders Association
RFQ	Request for Quotation
ROK	Republic of Korea
SEZ	Special Economic Zone
SMEs	Small and Medium Enterprises
TIF	Manager of Trade and Investment Facilitation Division
TOT	Training of Trainer
TWG	Technical Working Group
UNESCAP	Nations Economic and Social Commission for Asia and the Pacific
WTO	World Trade Organization

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Modular Training Program on Certified Logistics Master Program

1. Introduction

Logistics plays a critical role in the advancement of national trade and contributes toward economic progress. To achieve Association of Southeast Asian Nations (ASEAN) economic development and integration, it is necessary to improve the logistics operations and services, especially, in Mekong sub-region. In accordance with developing hard infrastructure, human resource development in logistics sector as one of the most important soft infrastructures is also needed.

Over the past years major progress has been made on infrastructure improvement, eliminating most major physical barriers to transport. However various non-physical barriers hinder progress in linking regional economies in closer integration and limit the benefits derived from such regional cooperation and integration. The signing by all countries of the Greater Mekong Sub-region (GMS) Cross Border Transport Agreement (CBTA) has not been accompanied by rigorous implementation and the transport industries of the region remain fragmented and disharmonized.

One of the most common problems of logistics in the GMS region is the lack of skilled professional manpower. Manpower deficiencies can be observed with all stakeholders and at all levels of operations and managerial decision making. Therefore, there is a need to develop training programs that enhance logistics knowledge in order to upgrade logistics skills and practices.

Service quality of local GMS logistics service providers (LSPs) is often still rather low and at times unpredictable. In general, GMS logistics companies offer only a limited service range and lack international network and competitiveness. Given this situation, it is difficult for GMS LSPs to provide competitive logistics service even within their respective domestic market, not to speak in the GMS or global markets. Implementation of World Trade Organization (WTO) market access commitments will put further pressure on local LSPs in the GMS to improve service quality and be more responsive to market requirements.

Therefore, the Mekong Institute (MI) with support from Republic of Korea (RoK) introduces a project on “Certified Logistics Master” with an aim to enhance the capacities of the LSPs in the region. The project covers three modular cycles and Training of Trainers (TOT) to be held in 2015, 2016 and 2017. The 1st training cycle will be delivered in the 1st year and second third training cycle will be delivered in second year. TOT will be delivered in the 3rd year to localize the training program in the GMS. The first training of the three-week duration on “Certified Logistics Master” was conducted from 16th March to 3rd April, 2015 at its residential training center in Khon Kaen, Thailand.

2. Program Objectives and Outcomes

2.1. Program Objectives

The immediate objective of this project is to improve capacity of local LSP in providing quality and timely services along the GMS Economic Corridors. Specific objectives of the training are:

- To decrease cross-border logistic costs
- To improve quality and timely services of local logistic providers on the GMS economic corridors
- To integrate local logistic providers into sub regional, regional and global logistic chains
- To improve connectivity and effective cross-border and transnational logistic services on all GMS Economic Corridors

2.2. Program Outcomes

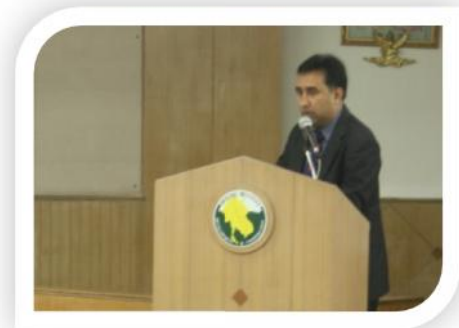
This course was beneficial to local LSPs in the region since it provided in-depth input on transportation and logistics theory and practices at national, regional and global levels. Upon completion, each participant is expected to be able to:

- To confirm their readiness to operate and manage logistics activities.
- To be recognized by both government agencies and private corporations in the GMS countries as “Certified Logistics Masters”.

Inauguration Ceremony

Welcoming Remark by Mr. Madhurjya Dutta, Manager, TIF, MI

Welcoming the participants, Mr. Madhurjya Dutta, Program Manager of Trade and Investment Facilitation Division (TIF), MI, emphasized the significance of the local logistics operators with the formation of ASEAN Economic Community (AEC) in 2015 and to decreasing cross-border logistics cost, improving quality and timely services of local logistics providers in the GMS. He outlined the objectives and the outcomes of the three year project to improve cross-border and trans-shipment logistics services through capacity development and accreditation of local logistics providers.



Opening Address by Mr. Chung Heamoon, Secretary General of ASEAN Center, Republic of Korea

In the opening address, Mr. Chung Heamoon, Secretary General of ASEAN Center, Republic of Korea (ROK) (former Ambassador of ROK Embassy in Thailand), he emphasized the significance of Mekong region as a vibrant growth engine driving ASEAN

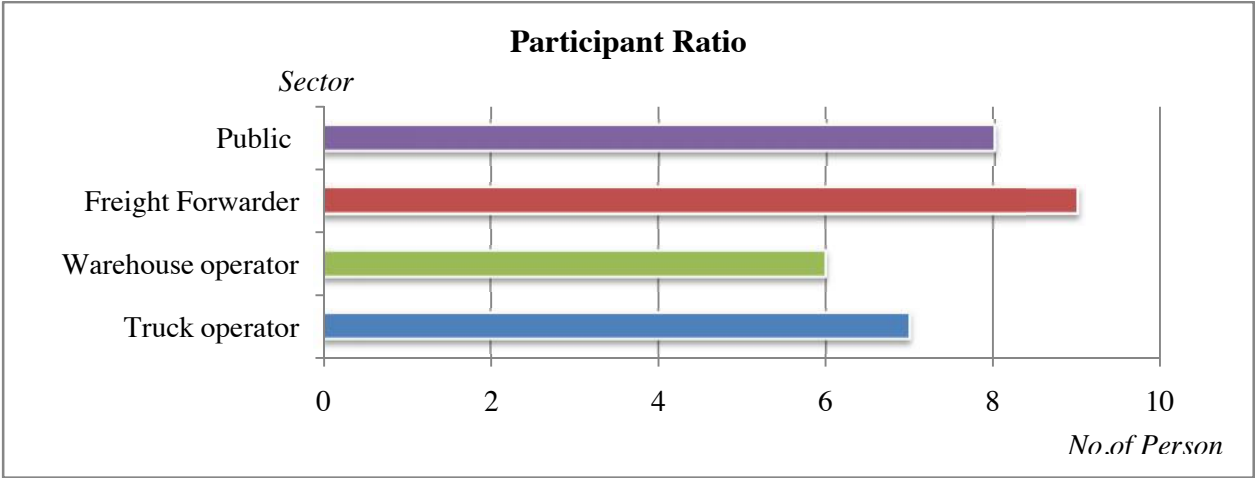


integration. He said, “the modular training on the Certified Logistics Master Program will be the first project ever to be unveiled under the Mekong-RoK Cooperation Fund, organized by Mekong Institute. This project will be an exciting adventure for the logistics professionals from Cambodia, Lao PDR, Myanmar, Thailand and Vietnam”.

3. Participants and Resource persons

3.1. Participants

A total of 30 participants joined the training, including six Cambodian, six Laos, six Myanmar, six Vietnamese and six Thai. Among them 11 are female and 19 are male. In terms of sector components, the participants came from both private and public sectors; trucking operators, warehouse operators, freight forwarders, government officials and trainers or association members. All the participants completed the e training course successfully embracing session-coaching, plenary discussions, case study analyses, group presentations, simulations and other program activities.



3.2. Resource Persons

Seven professional resource persons delivered lectures and presentations, class activities, plenary discussions, simulation exercises and coaching coached the action plans at the during the training program. Dr. Weerapat Sessomboon, Associate Professor of Khon Kaen University, facilitated the training as a co-facilitator of the program.

Table 1: Resource Person

Photo	Name & Position	Module Delivered
	Mr. Paul Apthorp Vice Chairman, Greater Mekong Subregion Freight Transport Association (FRETA)	Module 1, The Structure of Transport markets Module 2. Customs and International agreements in GMS & ASEAN Module 3. Basics of freight carriers and management Module 4. Transport Regulations
	Dr. Weerapat Sessomboon Asst Professor, Department of Industrial Engineering, Khon Kaen University (KKU), Thailand	Module 1. Session 2. Logistics/ Transport Module 5. Basics of Warehousing and Materials Handling
	Dr. Danaipong Chetchotsak Asst Professor, Department of Industrial Engineering, KKU , Thailand	Module 6. Maintenance and Workshop
	Mr. Sa-nga Kovitthammakorn Khon Kaen Transport and Agriculture Company, Thailand	Module 7. Human Resources issues
	Mr. Saravudh Sungkaree Thai Logistics and Production Society, Thailand	Module 8. Health and Safety
	Mr. Suradech Taweesaengsakulthai Chairman of the Executive Board, Cho Thavee Dollasien Public Co. Ltd. Thailand	Module 9. Company Financial Management
	Mr. Teerawit Srisatidnarakul Executive Director, Boonma Moving & Storage Co Ltd, Thailand	Module 10. Transport Regulations Liability and Insurance

4. Program Contents

4.1. Ice-breaking and Getting to Know You

Facilitator: Mr. Ronnarit Chaiyo-saeng, Program Facilitator, TIF, MI

Prior to the training program modules, the MI activities and MI facilities were introduced to the participants through a video, power-point presentation and flip chat. The participants were then stimulated with self-introduction session to get better know each other. During the session, a series of small games

were used to help them get familiar with each other. The activity has created a friendly environment for the participants to share the information and react with one another.

4.2. Setting Expectation

Facilitator: Mr. Sa-nga Sattanun, Associate Program Manager, TIF, MI and Dr. Weerapat Sessomboon, Asst. Professor, Department of Industrial Engineering, KKU, Thailand

In this session, the participants were grouped to discuss their expectations on the program content, methodology, co-participants, resource persons, facilitators and program structures. They also discussed on the norms to be set during the whole training courses to ensure the quality of the classes and participations. All their inputs would be embraced in the following trainings, and the resource persons and facilitators could make the relevant adjustments accordingly.



These questions for group discussions included:

- What do you expect to learn from this training
- What do you expect to learn from your co- participants
- As a participant, what am I expected to contribute to this training
- How are you going to implement the learning from the training to your own job/company?

Table 2: Setting Expectation and Comment

Setting expectations	Comments from the participants
What do you expect to learn from this training	<ul style="list-style-type: none"> - Basic concepts and theories of logistics - Experiences and difficulties each country is facing - GMS logistics network - Upgrading knowledge and skills in logistics sector - Business matching with class mates - Dangerous goods management for cross border operation - Develop the logistics model suitable for GMS - Practical and theory comparison - Cross border procedure practice
What do you expect to learn from your co participants	<ul style="list-style-type: none"> - Working procedure and culture - Sharing experiences from each other - Regulations from each country - Business opportunities - Networking - Sharing market and logistics of each country
As a participant, what am I expected to contribute to this training	<ul style="list-style-type: none"> - Share ideas, experiences, regulations - A lot of knowledge and new idea - Networking improvement - Economic relationship - Follow the training rules

	- Sharing how to solve the problems in each country
How are you going to implement the learning from the training to your own job/company?	- Setting up core curriculum for training for our organization - Disseminating what we have learned related to dangerous goods - The operation/ procedure of logistics system can be applied to my company - Understanding regulations of neighboring countries can help the company to operate better - Strengthen business activities by offering training program - Sharing the knowledge with personnel, association, etc

4.3. Program Overview

Facilitator: Ms. Ewijeong Jeong, Program Facilitator, TIF, MI

Ms. Ewijeong Jeong, oriented the participants with the program overview. The orientation started with an introduction to program objectives, modules, sessions and methodologies to be covered during the training.

4.4. Board of Directors

Facilitator: Ms. Ewijeong Jeong, Program Facilitator, TIF, MI

Right after the program overview, the participants were introduced on the concept of Board of Directors (BODs), a frequently used evaluation tool, aimed at getting the full engagement of the participant and facilitating the smooth running of the program. During the training, each country group selected one new BOD working as the internal and external coordinator and facilitator to collect the feedback from the groups, lead the warming up games in the morning and afternoon sessions and recaptured the knowledge learned. The BOD played important roles to contribute to the success of the program.

The roles of the BOD are as follow;

- Provide energisers
- Time keeping
- Collect feedback from co-participants
- Monitor the mood meter and suggestion box
- Meet with the organizing each evening
- Arrange training room
- Reflect the content, method, and atmosphere each day
- Choose the next BOD

4.5. Training Modules

The program objectives were met by a sequential training phases through the following ten modules.

1	•The Structure of Transport markets
2	•Customs and International agreements in GMS & ASEAN
3	•Basics of freight carriers and management
4	•Transport Regulations
5	•Basics of Warehousing and Materials Handling
6	•Maintenance and Workshop
7	•Human Resources issues
8	•Health and Safety
9	•Company Financial Management
10	•Transport Regulations Liability and Insurance

Module 1: The Structure of Transport markets

- Session 1: Market Participants
- Session 2: Logistics / Transport
- Session 3: The Marketing of SMEs

Resource person: Mr. Paul Apthorp, Vice Chairman, GMS- FRETA

Resource person: Dr. Weerapat Sessomboon, Asst. Professor, Department of Industrial Engineering, KKU, Thailand

The participants were divided into functional groups as government officials, truck operators, warehouse operators, freight forwarders and association members and trainers. Each group presented their functions, providing services, and their responsibilities in the transport and logistics market. It created interaction with logistics counterparts in the markets from country identification to functional identification while establishing relationships.

The difference between logistics, supply chain management and transport; logistics is process of planning, implementing, and controlling documents and materials according to client's order were discussed. From the session, the participants were able to identify functions of logistics, supply chain management and transport.

The requirements of the international brands in terms of security, safety, Corporate Social Responsibility(CSR), emissions control and on time performance and what the local Small and medium-sized enterprises(SMEs) had to do to have direct working relationship with these major shippers was emphasized. Discussion was also focused on how the shortcomings of local operators made it possible for the global transportation brands to flourish in the GMS region , even though the local operators were the one that were still doing the work, but for much less money.

Module 2: Customs and International agreements in GMS & ASEAN

- Session 4: Customs & International Agreement
- Session 5: ASEAN Agreements
- Session 6: Free Trade Zones, Bonded Transport, Inland Clearance/ Dry port

Resource person: Mr. Paul Apthorp

In the module, various international and regional agreements were introduced to the participants. The agreements signed by the GMS governments along with CBTA were discussed. The participants were made familiar with the legal terminologies and the agreements.

The ASEAN agreements and AEC was discussed in the backdrop of ASEAN Customs Transit System (ACTs) and showed how it was based on the EU system. The principal of Authorized Economic Operators (AEO) and how AEOs will be utilized under AEC was discussed.

The Inland Container Depot (ICDs) and the principal of bonded transport, inland clearance, depots and dry port were discussed. ICD development of China and export clearance through ICD in China was cited to the participants. The participants were divided by country group and made presentation on each country's main trade flow including ICD, Special Economic Zone (SEZ), bonded warehouse, dry port and etc.



Module 3: Basics of freight carriers and freight management

- Session 7: Vehicle types & Purchasing replacement
- Session 8: Air freight and Ocean freight
- Session 9: Multimodal transport
- Session 10: Incoterms & documentation

Resource person: Mr. Paul Apthorp

Before the participants joined the training, an assignment on the vehicle types of each country was given to the participants. The participants were asked to make country group presentation on the benefits of the types of vehicles they operated in terms of purchasing options, fuel consumption, operating costs and operating module.

Air freight and sea freight were discussed in the context of charges in terms of dimensions, terminology and loading of both air freight and sea freight. The responsibilities and liabilities of the various operators in the multi-modal chain and how these fit in with international conventions and agreements as well as the CBTA was outlined citing case studies of Canon and ZTE for better understanding of the participants.

The meaning of the major Incoterms used in international trade was discussed. The lecture concentrated on the differences between the terms of sale with special attention drawn to the differences between Ex Works and Free on Board. At the other end the comparison was made between costs, insurance and

freight, delivery duty unpaid and delivery duty paid. The participants were given examples and guided to where this information can be readily found for daily reference.

Many of the participants found that multimodal transport solution is very useful information which should be shared with their co-workers in respective home countries. Other than that the participants could expand their knowledge on air freight, ocean freight and incoterms.

Module 4: Transport Regulations

- Session 11: National Regulation
- Session 12: Regional / International Agreements

Resource person: Mr. Paul Apthorp

Each national group was asked to present a summary of their own regulations for trucking operations. The each group presented on vehicle weights, dimensions, driver regulations, operator's license restrictions, vehicle testing, registration and maintenance.

Comparison was made of the regulations presented by the participants with the ASEAN regulations through discussion with the participants. In the discussion, it was emphasized that visiting trucks had to respect the rules of the host country. Until these regulations came into for after the AEC, the laws of the host country would always be the dominant one and that all foreign vehicles must obey.

From this module, the participants could compare each country's regulation and found out differences among five countries such as road condition, truck dimension, types of driving license, etc.

Module 5: Basics of Warehousing and Materials Handling

- Session 13: Roles and Types of Warehouses
- Session 14: Storage System and Materials Handling
- Session 15: Warehouse Design and Layout
- Session 16: Warehouse Operations

Resource person: Dr. Weerapat Sessomboon

The functions of warehouse and types of warehouse were discussed. The participants made group work on roles of successful warehouse. The presentation included successful factors of warehouses in function and ownership.

The types of storage system and types of Material Handling Equipment (MHE) were introduced. The participants were asked to participate in class exercise on storage system comparison. Also group discussion on different types of MHE was conducted. The participant also made presentation on their company's warehouse for the better understanding on the subjects.



The warehouse design and layout parameter, principles of warehouse design and layout, and methodology for determining warehouse layout and configuration was discussed. Each participant practiced warehouse layout and configuration with mathematical formulation.

The common warehouse operations, roles and typical process flow of warehouse, KPI for warehouse performance measurement and how to perform warehouse operations were discussed.

Form this module; the participants were able to enhance their knowledge on ware house design and layouts and selection of MHE.

Module 6: Maintenance and Workshop

- Session 17. Importance of an effective maintenance system
- Session 18. The choice between in-house and contract-out
- Session 19. Preventive maintenance program and corrective maintenance
- Session 20. Workshop and parts management
- Session 21. Maintenance reporting system

Resource person: Dr. Danaipong Chetchotsak, Asst Professor, Department of Industrial Engineering, KKU, Thailand

The session started with group discussion on the cost of poor maintenance or vehicle breakdown by functional groups. Dr. Danaipong introduced types of maintenance activities which are total productive maintenance, reactive (breakdown or corrective) maintenance, preventive maintenance, and predictive maintenance. In the session, he emphasized the significance of maintenance to prevent quality loses, energy loses, capacity loses, production loses, market loses, and capital costs and for better work environment and increase investment.

The concept of Life Cycle Cost (LCC) and the objective of LCC is to find out the lowest long-term cost of ownership including acquisition cost and sustain costs was discussed. The session also compared the difference between in-house maintenance and contract out maintenance. There was discussion among participants that why they choose in-house maintenance or contract out maintenance.

Preventive maintenance and corrective maintenance was introduced. To reduce the cost and severity, some sample documents for preventive maintenance that the participants can apply in their own working places such as daily checklist, maintenance manual, preventive maintenance plan, annual preventive budget plan, etc.

The session also covered components of maintenance cost which are work load, resources, administration, work planning, and control system. Examples of part inventory control for both preventive maintenance and corrective maintenance was discussed. For strategic maintenance planning, a SWOT analysis and TOWS matrix with case of Seven Eleven was introduced. At the end out the session, each national group developed strategic maintenance plan with maintenance objective, SWOT analysis, TOWS' matrix, action plan and budgeting.

A computerized maintenance management system and key performance index for fleet maintenance was introduced in this session.

Module7: Human Resources issues

- Session 22. Recruitment and training of drivers and mechanics
- Session 23. Ongoing training, company development and clerical and management training

Resource person: Mr. Sa-nga Kovitthammakorn, Khon Kaen Transport and Agriculture Company, Thailand

In this session, the resource person shared personal experience on driver recruitment and basic background necessary for the drivers. He mentioned that basic medical assessment is required for hearing, eyesight and heart check and drug and alcohol free. He introduced the importance of driver training including company rules, safety, basic maintenance skills, documentations, emergency protocols. After the lecture the participants discussed with the resource person the difficulties they are facing with their drivers and employees.

Module 8: Health and Safety

- Session 24. Health and Safety Culture
- Session 25. Dangerous Goods and Regulations
- Session 26. Driver selection, safe loading of vehicles, axle weights
- Session 27. Accident Procedures, safety equipment

Resource person: Mr. Saravudh Sungkaree, Thai Logistics and Production Society, Thailand

Resource person: Dr. Weerapat Sessomboon, Asst Professor, Department of Industrial Engineering, Khon Kaen University, Thailand

The session covered on accident prevention aspects. It covered a risk assessment methodology, pre-load and loading hazard assessment checklist, delivery site plot plans for workshop and HAZCHEM.

The country groups presented the national regulations on dangerous goods delivery. Thailand, Cambodia and Vietnam have domestic regulations for dangerous goods. Lao PDR and Myanmar have draft domestic regulations and the approvals are on the process.

The experience of drivers training of SCG Skill Development centre was shared with the participants. The importance of safety loading and cargo securing were introduced. It covered vehicle safety check, traffic safety matrix, safe loading check, cargo securing, and liabilities for dangerous good declaration. During the session, in class exercise on human capital questionnaires was practiced.



Module 9: Company Financial Management

- Session 28. Overview of trucking cost structure
- Session 29. Costing and pricing of transport service

- Session 30. Financing and risk management
- Session 31. Tenders and RFQ response

Resource person: Mr. Suradech Taweesaengsakulthai, Chairman of the Executive Board, Cho Thavee Dollasien Public Co. Ltd. Thailand

An overview of trucking cost structure, and fixed cost, variable cost, capital cost was introduced in this session. Each functional group discussed about fixed cost and various costs in their work as truck operators, government official, warehouse operators, freight forwarder, and association.

Cost items which should be considered in the trucking business were introduced along with a trucking cost model sample for discussion.

The financing and risk management was discussed. It covered types of risks such as accident, fuel price, road condition, weather, competitor, maintenance, etc. In the session, the participants discussed on risk management matrix to set up risk management table and prioritize which items of risk to be handled.

The concepts on tender and steps for Request for Quotation (RFQ) were explained. The five key steps for RFQ which are timing, specification, clearing scope of work, quality and safety needs, quality and safety needs, and budget was elaborated.

From the module, the participants learned the cost elements associated with trucking business and gained knowledge on the importance of risk management which is critical to SMEs.

Module 10: Transport Regulation Liability and Insurance

- Session 32. Basic insurance – company assets and employees
- Session 33. Terms and conditions of carriage, waybills, manifests and CMR
- Session 34. Insurance relating to cargo and carrier’s liability
- Session 35: Insurance requirements in an international supply chain

Resource person: Mr. Teerawit Srisatidnarakul, Executive Director, Boonma Moving & Storage Co Ltd, Thailand

The objectives of insurance and different types of basic insurance to protect company assets and employees including motor insurance, insurance to protect employees, personal accident insurance, comprehensive health insurance was discussed.



The waybills, bill of lading, convention on Contract for the International Carriage of Goods by Road(CMR), manifest, and Standard Trading Conditions (STC) were discussed in this session with various samples for better understanding of the participants. The STCs from Hong Kong Freight Forwarding Association was introduced. The participants compared STCs of each country’s association and discussed for better STC.

Difference between liability and insurance was presented covering discussion on how liability can be limited by contract and covered by insurance and the difference between insurance covering the value of goods and protecting the carriers. Cases of Singapore, Switzerland, and Canada were introduced with comments of United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). The participants participated in a role play of air shipping with high risk and high value items for better understanding on liability. The participants were divided as shipper, logistics providers, insurance providers, packing agency, airlines, and auditor.

Insurance requirements which covered liability of trucker, deductible, and claim settlement was discussed.

From this module, the participants could distinguish different types of insurance which is match with their businesses. By comparison between different STC, the participants could understand how to utilize the STC for their own businesses.

4.6. Structured Learning Visits

The training program conducted two structured learning visits for the following objectives. In each visit, the participants were required to divide into groups to discuss and prepare questions on topics related to learning from MI training.

- To understand key elements of logistics and transport management and Cross-border Transport Agreement and national policy
- To identify elements of logistic sector management on principles, process, structure, functions and stakeholders in planning and operating business development
- To gain knowledge and experience on the functioning of effective logistic operation
- To enhance cooperation among the participants as a team and encourage peer learning

The first structured visit was conducted on May 21, 2015 to Deuan Sawanah Group Co., Ltd (DSG) and Nong Khai Custom House in Thai- Lao border. From the visit to DSG which operates in both Thai and Lao while providing logistics solution to both international and domestic clients, the participants found out the safety culture, financial management, and fast customer services can be implemented in their own businesses. In Nong Khai Custom House which is in charge of North East border between Thai and Lao, the participants found out the Thai Custom House's preparation of AEC with single window and joint development of SEZ in Vientiane are useful information for their own businesses.



Second structured learning visit was conducted on May 27, 2015 to Charoen Pokphand Foods (CPF) Regional Distribution Center and the Professional ID Driver in Khon Kaen. From the visit to CPF Regional Distribution Center, the participants gained knowledge on warehouse management system, routing management, transport strategy and management to save operation cost and timely services. At

the Professional ID Driver, the participants learned about modern driving test technique and driving simulation with safety awareness.

5. Program Evaluation

5.1. Evaluation Method

During the training course, MI facilitators conducted several methods of evaluation to monitor and evaluate the levels of understandings of the participants.

Objectives

- To assess the achievement of the training program against participants expectations;
- To get feedback and inputs for improving the training program course in the future.

The following 4 four evaluation methods were employed for this training program.

5.2 Evaluation Results

5.2.1. Pre/ Post Assessments on Competency on Training Program

In order to evaluate the knowledge acquisition of participants during the training, pre and post assessments were distributed to all participants to assess against the knowledge and skill before and right after the training program.

The same self-assessment form was used for both pre and post assessments. In the questionnaire, different components were rated on a scale of 1 to 5, where “5” was the highest and “1” was the lowest. The total average rating for pre-assessment of participants’ knowledge and skills on the training contents or modules was “2.29” which means the understanding of participants towards all subjects of the modular training program on ‘Certified Logistics Master Program’ dropped falls in the middle of two options: “Have heard about the topics but don’t know enough on how to do / use it” and “I have some knowledge on this topic, but could not do it now without further study”.

On the last day of three-week program, post-assessment sheet was distributed to the participants with the same questionnaires to evaluate their apprehension about acquired knowledge after being trained by MI. The total average rating for post assessment of acquired competencies was “3.49” which meant “I have some knowledge on this topic, but could not do it now without further study (rating at 3 level)” and “I have a good working knowledge and can do routine aspects now (rating at 4 level)”. In addition, the participants indicated that “I gained a lot of experiences and knowledge from the program. The program is quite long but I learned from the program and from the participants. Some modules need more professional resource persons with practical experience. It could be better if the custom sessions were included in the program”. Table below presents shows the pre and post self-assessment results of participants’ competencies and understandings on each modules of the program.

Table 3: Pre/ Post Assessments on Competency on Training Program

Modular Training Program on Certified Logistics Master Program	Rating Average	
	Pre	Post
Module 1: The Structure of Transport markets		
• Supply chain in logistics market	2.60	3.73
• Difference between logistics and transport	2.83	4.07
• Critical factors to join global transport market	2.10	3.67
Module 2: Customs and International agreements in GMS & ASEAN		
• Cross Border Transport Agreement	2.43	3.33
• ASEAN Framework Agreement on Interstate Transport	2.27	3.30
• ASEAN Framework Agreement on Goods in Transit	2.23	3.23
• ASEAN Customs Transit System	2.13	3.20
• Free Trade Zone	2.67	3.50
• Special Economic Zones	2.47	3.53
• Inland Clearance Depots	2.33	3.53
Module 3: Basics of freight carriers and management		
• Different types of vehicles	2.87	3.83
• Significance of vehicle maintenance	2.50	3.70
• Key factors of air freight and sea freight	2.17	3.63
• Incoterms	2.43	3.57
Module 4: Transport Regulations		
• Your national transport regulations	3.13	3.67
• Your neighbour countries' transport regulations	1.73	3.17
• Foreign Corrupt Practices Act	1.43	2.77
Module 5: Basics of Warehousing and Materials Handling		
• Types of warehouses	2.47	3.80
• Types of storage system and Materials Handling Equipment	2.33	3.70
• Significant factors of warehouse configuration	2.17	3.60
• Warehouse performance measurement	2.17	3.53
Module 6: Maintenance and Workshop		
• Components of effective maintenance system	1.83	3.63
• Difference between in-house maintenance and external maintenance	2.03	3.67
• Significance of preventive maintenance and corrective maintenance	1.90	3.63
• Critical factors of management	2.00	3.37
Module 7: Human Resources issues		
• CBTA Annex 9 - Criteria for Licensing of Transport Operators for Cross-Border Transport Operations	2.03	3.33
• Significance factors of driver training	2.27	3.80
Module 8: Health and Safety		
• Dangerous goods regulations	2.07	3.17
• HAZCHEM	1.60	3.10
• Accident procedure	2.07	3.20
Module 9: Company Financial Management		
• Trucking cost structure	2.67	3.57
• Financial risk management	2.60	3.47

• Request for Quotation	2.83	3.53
Module 10: Transport Regulations Liability and Insurance		
• Liability	2.50	3.53
• Standard Trade Terms and Conditions	2.33	3.40
• Convention on the Contract for the International Carriage of Goods by Road	2.30	3.30

5.2.2. Mood Meter and BOD

The mood meter and BOD are participatory evaluation method for assessing progress of the participants’ learning and training program. The mood meter provided feedback of each day to understand satisfaction of the participants on the program with a scale of “Happy”, “Neutral” and “Unhappy”. In general, the participants were appreciated “Normal” on the way of delivery and sharing by resource persons.



The BOD committee members were selected from participants to facilitate the training atmosphere and summarize the previous day session to the class.

5.3. Final Evaluation

The final program evaluation was conducted by using a participatory method. This method allowed all participants to freely comment, without the scrutiny of instructors/facilitators and program staff. Different components were rated on a scale of 1 to 5, where “5” is the highest and “1” is the lowest.

5.3.1. Learning Program Objective

Regard the training’s objectives, overall rating average was 3.63 – “attained”. The participants reported that the objects 1, 2 and 3 on improving quality and timely services of local logistics, integrating local logistic providers, and improvement connectivity and effective cross-border and transnational logistics services was attained with rating average of 3.57, 3.63 and 3.70 respectively as shown in table 4.

Table 4: The training has met its objectives

1.1 To what extent do you think the training has met its objectives?	Not attained	Somewhat attained	Mostly attained	Attained	Fully attained	Total	Weighted Average
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• To improve quality and timely services of local logistic providers on the GMS economic corridors	0.00% 0	3.33% 1	46.67% 14	40.00% 12	10.00% 3	30	3.57
• To integrate local logistic providers into sub regional, regional and global logistic chains	0.00% 0	6.67% 2	30.00% 9	56.67% 17	6.67% 2	30	3.63
• To improve connectivity and effective cross-border and transnational logistic services on all GMS Economic Corridors	0.00% 0	10.00% 3	23.33% 7	53.33% 16	13.33% 4	30	3.70
Overall Rating average							3.63

5.3.2. Program Content

The participants rated levels of usefulness and effectiveness of modules and contents of the program. Most of the participants realized that all ten modules were very useful with total average rate at 3.70. The most useful sessions were modules 1 had rated on average at 3.8 – meaning very useful. In general, the module contents were rated “very useful / very effective” which are shown in the table 5.

Table 5: The training has met its objectives

2.1 How useful were the modules of this training program?	Not useful	Just right	Neutrally useful	Very useful	Fully useful	Total	Weighted Average
• M1: Supply chain in logistics market	0.00% 0	0.00% 0	33.33% 10	56.67% 17	10.00% 3	30	3.77
• M1: Difference between logistics and transport	0.00% 0	3.33% 1	20.00% 6	60.00% 18	16.67% 5	30	3.90
• M1: Critical factors to join global transport market	0.00% 0	0.00% 0	30.00% 9	56.67% 17	13.33% 4	30	3.83
Subtotal Average							3.83
• M2: Cross Border Transport Agreement	0.00% 0	3.33% 1	16.67% 5	60.00% 18	20.00% 6	30	3.97
• M2: ASEAN Framework Agreement on	0.00% 0	3.33% 1	33.33% 10	56.67% 17	6.67% 2	30	3.67

Interstate Transport							
• M2: ASEAN Framework Agreement on Goods in Transit	0.00%	3.33%	26.67%	63.33%	6.67%	30	3.73
	0	1	8	19	2		
• M2: ASEAN Customs Transit System	0.00%	6.67%	36.67%	46.67%	10.00%	30	3.60
	0	2	11	14	3		
Subtotal Average							3.74
• M3: Different types of vehicles	0.00%	3.33%	40.00%	43.33%	13.33%	30	3.67
	0	1	12	13	4		
• M3: Significance of vehicle maintenance	0.00%	3.33%	26.67%	50.00%	20.00%	30	3.87
	0	1	8	15	6		
• M3: Key factors of air freight and sea freight	0.00%	10.00%	26.67%	43.33%	20.00%	30	3.73
	0	3	8	13	6		
• M3: Incoterms	0.00%	10.00%	20.00%	53.33%	16.67%	30	3.77
	0	3	6	16	5		
Subtotal Average							3.76
• M4: Your national transport regulations	0.00%	3.33%	20.00%	53.33%	23.33%	30	3.97
	0	1	6	16	7		
• M4: Your neighbor countries' transport regulations	0.00%	3.33%	30.00%	53.33%	13.33%	30	3.77
	0	1	9	16	4		
• M4: Foreign Corrupt Practices Act	0.00%	13.33%	40.00%	46.67%	0.00%	30	3.33
	0	4	12	14	0		
Subtotal Average							3.69
• M5: Types of warehouses	0.00%	3.33%	26.67%	60.00%	10.00%	30	3.77
	0	1	8	18	3		
• M5: Types of storage system and Materials Handling Equipment	0.00%	3.33%	23.33%	63.33%	10.00%	30	3.80
	0	1	7	19	3		
• M5: Significant factors of warehouse configuration	0.00%	3.33%	30.00%	60.00%	6.67%	30	3.70
	0	1	9	18	2		
• M5: Warehouse performance measurement	0.00%	3.33%	40.00%	50.00%	6.67%	30	3.60
	0	1	12	15	2		
Subtotal Average							3.71
• M6: Components of effective maintenance system	0.00%	3.33%	33.33%	56.67%	6.67%	30	3.67
	0	1	10	17	2		
• M6: Difference between in-house maintenance and external maintenance	0.00%	6.67%	20.00%	56.67%	16.67%	30	3.83
	0	2	6	17	5		
• M6: Significance of	0.00%	3.33%	30.00%	46.67%	20.00%		

preventive maintenance and corrective maintenance	0	1	9	14	6	30	3.83
• M6: Critical factors of management	0.00% 0	10.00% 3	30.00% 9	50.00% 15	10.00% 3	30	3.60
Subtotal Average							3.73
• M7: CBTA Annex 9 - Criteria for Licensing of Transport Operators for Cross-Border Transport Operations	0.00% 0	13.33% 4	26.67% 8	50.00% 15	10.00% 3	30	3.57
• M7: Significance factors of driver training	0.00% 0	10.00% 3	26.67% 8	53.33% 16	10.00% 3	30	3.63
Subtotal Average							3.60
• M8: Dangerous goods regulations	0.00% 0	16.67% 5	30.00% 9	36.67% 11	16.67% 5	30	3.53
• M8: HAZCHEM	0.00% 0	16.67% 5	30.00% 9	46.67% 14	6.67% 2	30	3.43
• M8: Accident procedure	0.00% 0	6.67% 2	23.33% 7	63.33% 19	6.67% 2	30	3.70
Subtotal Average							3.55
• M9: Trucking cost structure	3.33% 1	6.67% 2	30.00% 9	46.67% 14	13.33% 4	30	3.60
• M9: Financial risk management	0.00% 0	10.00% 3	16.67% 5	53.33% 16	20.00% 6	30	3.83
• M9: Request for Quotation	3.33% 1	10.00% 3	33.33% 10	46.67% 14	6.67% 2	30	3.43
Subtotal Average							3.62
• M10: Liability	0.00% 0	0.00% 0	36.67% 11	46.67% 14	16.67% 5	30	3.80
• M10: Standard Trade Terms and Conditions	0.00% 0	3.33% 1	36.67% 11	43.33% 13	16.67% 5	30	3.73
• M10: Convention on the Contract for the International Carriage of Goods by Road	0.00% 0	6.67% 2	36.67% 11	46.67% 14	10.00% 3	30	3.60
Subtotal Average							3.71
Total Rating Average							3.70

In terms of expectation, most of the participants indicated that the training program has highly met their expectations at average value of 3.7 and some participants or 33 percents of them rated as neutrally met as shown in table 6.

Table 6: The program has met expectations

In your own opinion, to what extent do you think the program has met your expectations?	Not met	Just right	Neutrally met	Highly met	Fully met	Total	Weighted Average
	0.00%	0.00%	33.33%	63.33%	3.33%		
	0	0	10	19	1	30	3.70

With regard to the level of training instruction, the average rating was 3.4 in between very appropriate and advanced. Half of the participants indicated that they were satisfied with method, sessions and techniques delivered by the resource persons. Details were shown in the table 7.

Table 7: The level of instruction

How was the level of instruction?	Too basic	Just right	Very appropriate	Advanced	Too advanced	Total	Weighted Average
	0.00%	6.67%	50.00%	40.00%	3.33%		
	0	2	15	12	1	30	3.40

With the total average rating of 3.87, the participants indicated that topics were neutrally relevant to very relevant as shown in the table 8.

Table 8: Training topics relevant to work

How much were training topics relevant to your work?	Not relevant	Just right	Neutrally relevant	Very relevant	Highly relevant	Total	Weighted Average
	0.00%	6.67%	10.00%	73.33%	10.00%		
	0	2	3	22	3	30	3.87

In response to the question on “Would you apply this knowledge in your work, businesses etc?” with the total average rate of 3.77 which shows that the participants would very much apply this knowledge in their work or businesses, etc.

Table 9: Application training knowledge to work

Would you apply this knowledge in your work, businesses etc?	Not apply	Somewhat extent	Moderately	Very much apply	Fully apply	Total	Weighted Average
	0.00%	0.00%	33.33%	56.67%	10.00%		
	0	0	10	17	3	30	3.77

The rating average is 3.77 – “Acquired” as shown in the below table 10 which means the participants attained and improved the additional knowledge during the training.

Table 10: Training program help to acquire additional knowledge on the subject

Did training program help you	Not acquired	Somewhat acquired	Neutrally acquired	Acquired	Acquired a lot	Total	Weighted Average

acquire additional knowledge on the subject?	0.00%	0.00%	30.00%	63.33%	6.67%		
	0	0	9	19	2	30	3.77

During the training, the participants reported that their presentation skills, communication skill, team work skill and others skill improved as shown in table 11. Overall rating average is 3.96. Among mentioned skills, it ranked average between 3.8 – 3.9 which mean “improved to very improved” respectively.

Table 11: Improved skills

During this program, I have improved / developed my additional knowledge in ...	Not improved	Somewhat improved	Naturally improved	Improved	Very improved	Total	Weighted Average
• Presentation skills	0.00% 0	0.00% 0	26.67% 8	60.00% 18	13.33% 4	30	3.87
• Communication skill	0.00% 0	3.33% 1	13.33% 4	66.67% 20	16.67% 5	30	3.97
• Team/Group working skills	0.00% 0	3.33% 1	10.00% 3	60.00% 18	26.67% 8	30	4.10
• Networking	0.00% 0	10.00% 3	13.33% 4	50.00% 15	26.67% 8	30	3.93
Total Rating Average							3.96

5.3.2.1. Important topics of participants

The participants reported that these following modules are important: module 1, 2, 4, 5, 6, 7, 8 and 10.

5.3.2.2. Suggested topic to be covered in the future program

The participants also suggested some important topics that should be covered in the future program as mentioned below:

- Project Transportation
- IT in Logistics
- Transport Corridor
- Basic functions of a logistics company
- Human resource management in multi culture
- Planning system for logistic transport International Law concern of Logistic transportation
- Containerization, palletizing & labeling
- Uniform customs & practice for documentary credits
- Reverse logistics/Green freight

- Customs clearance process of each country or border
- Air freight-Advanced level
- Supply Chain management-deeply details
- Warehouse management-deeply details
- Environmental issue, carbon footprint, WTO trade agreement, trucks engineering and development
- Credit access (concessional loans) by SMEs (GMS transport operators)
- Strategic Planning Trade Finance (International payment)
- Supplier relationship and international practice
- More about cargo consolidation and how to set up network of forwarding network
- Experience to retain Association members.

5.3.3. Training Methods

Various teaching methods were applied during the training program to ensure that all participants involved and understood the sessions. The participants reported that they “appreciate” for the methods use with overall rating average of 4.00. The most favorable methods were group work, and class activities/exercise/assignment with rating average of 4.13 and 4.20 respectively as shown in table 12. At the meantime, participants also noticed that the methods that they like the most are class activities and group work.

Table 12: The training methods

How do you think about the training methods?	Inappropriate	Somewhat inappropriate	Neutrally appropriate	Appropriate	Very appropriate	Total	Weighted Average
• Lecture / presentation	0.00% 0	3.33% 1	16.67% 5	66.67% 20	13.33% 4	30	3.90
• Video / Case studies	0.00% 0	0.00% 0	30.00% 9	60.00% 18	10.00% 3	30	3.80
• Class activities/ Exercise / Assignment	0.00% 0	0.00% 0	10.00% 3	60.00% 18	30.00% 9	30	4.20
• Group work	0.00% 0	0.00% 0	16.67% 5	53.33% 16	30.00% 9	30	4.13
• Participants' presentation and plenary discussion	0.00% 0	0.00% 0	13.33% 4	73.33% 22	13.33% 4	30	4.00
• Role Play	0.00% 0	0.00% 0	16.67% 5	66.67% 20	16.67% 5	30	4.00
Total Rating Average							4.00

As indicated in the table 13, the participants rate the M&E methods at 3.71 – effective.

Table 13: M&E methods applied in the training program

How do you think about following Monitoring and Evaluation (M&E) methods?	Not effective	Somewhat effective	Neutrally effective	Effective	Very effective	Total	Weighted Average
• Pre- & Post-Assessment	0.00% 0	3.33% 1	26.67% 8	60.00% 18	10.00% 3	30	3.77
• Mood meter	0.00% 0	10.00% 3	53.33% 16	33.33% 10	3.33% 1	30	3.30
• BOD	0.00% 0	10.00% 3	13.33% 4	63.33% 19	13.33% 4	30	3.80
• Session synthesis / summary	0.00% 0	3.33% 1	13.33% 4	63.33% 19	20.00% 6	30	4.00
Total Rating Average							3.71

In terms of overall assessment of the training program, most of the participants (75%) expressed that they were very satisfied with the overall evaluation result of the training program. Only less (6.6%) were neutrally satisfied. The overall rating average score is 4.17 which are between “Satisfied” and “Very Satisfied” as shown in table 14.

Table 14: Overall assessment of the training program

What is your overall assessment for the training program?	Not satisfied	Somewhat satisfied	Neutrally satisfied	Satisfied	Very satisfied	Total	Weighted Average
	0.00% 0	0.00% 0	6.67% 2	73.33% 22	20.00% 6	30	4.13

Last but not least, participants also provided some suggestions or comment to this training for future improvement as below:

- Timing is too long for the course, it should be 2 weeks
- The certified logistics training should be continued
- Time for group presentation, time for assignment and exam preparation, more questions in class
- E-learning is very good
- Very useful & helpful training in my job
- More case studies in which all groups (divided by role) can participate

6. Way forward

Resource Person: Dr. Watcharas Leelawath, the Director of MI

Dr. Watcharas congratulated the participants on completion of the training with fruitful outcomes. He emphasized that action plan is very significant. All participants have to conduct it and come back MI on August 2015 for the 3rd phase “Synthesis and evaluation workshop”. Last but not least, he would like to thank Ministry of Foreign Affairs, ROK that made this training happened, Dr. Weerapat, all resource persons, participants and also the organizing team that help to support this training.

Then, Dr. Weerapat highlighted on the importance of the action plan to localize and disseminate their learning to the target groups in respective country. The action plan is a way to formulate training packages whether it suited and demand driven. He urged the participants to complete the action plans and come back MI to share their experiences in the synthesis and evaluation workshop in August 2015.

7. Lesson Learned

Key lessons learned from the program are summarized as following:

- BOD reflection was very useful. Participants summarized what they have learned from each session and the application to their works.
- Actively participated and shared experiences or knowledge helped to create a good learning environment.
- Using simulation exercise, internet-based and group works are useful to deepen the participants’ understanding also made them more enthusiastic in learning and participation.
- The strong cooperation, facilitation and supporting from Thai group brought all participants close to each other.

8. Knowledge Transferring Phase : Do to learn

8.1. Design of Action Plan

According to MI’s training methodology, a three-month work-based individual action plan was designed by the participants. At the end of the training workshop, each participant developed an individual action plan to transfer newly acquire knowledge and technologies into practice back at their worksites. This application or “doing” (psychomotor) enables the learner to apply the ideas and concepts expressed in cognitive objectives. After completing the training, participants have developed their action plan to apply at their work place; however, some action plans were adjusted (**see appendix 10.4**).

8.2. On-line consultation and Action Plan Monitoring Visits

During this training phase, resource persons and MI team provided online consultation and technical support. The online-consultation is designed that each week, one country group can request advice to the resource person, Dr. Weerapat.



MI team conducted the monitoring visit in each country during May and June. Mr. Madhuriya Kumar Dutta, Program Manager, MI, visited 6 participants in Cambodia and 6 participants in Vietnam to monitor the progress of the action plans. Ms. Ewijeong Jeong, Program

Facilitator, MI, followed up with 6 participants each from Myanmar, Lao PDR and Thailand. During this monitoring visit, MI team provided useful advices to the participants at the same time also received some important suggestions from them.




Below are the summary of the key suggestions:

- Cambodia
 - More topics on Logistics should be included
 - Too young and inexperienced participant should not be recruitment for this training since its difficult for them to implement their action plan in their work place.
 - Pre/Post assessment should be introduced by the participants in their action plan implementation at their work place to assess the outcome.
 - Introduce action plan concept to the trainees within the company and assess the results to report back to MI
 - For the database development, collect information from other logistic companies and not just Association members.
 - The data base will have ‘Apps function’ compatible with smart phones to access information and share.



- Vietnam
 - Software on supply chain logistics will be introduced in the next training on Logistics by the Korean experts met during the visit to Vietnam Maritime University.
 - The difficulty of translating technical words. Technical words will be explained; a Glossary of technical terms should be developed for the next training.
 - Introduce action plan concept to the trainees within the company and assess the results to report back to MI

- Lao PDR
 - Lao International Freight Forwarders Association (LIFFA) is planning to start local training from middle of this year by trainers from ASEAN Freight Forwarders Associations (AFFA) TOT training in last year

- The database portal is introduced to the participants and supervisors.
 - Most of the participant’s performance improved after the MI training.
 - Other than CBTA, bilateral agreements are more useful for current cross-border operation. It should be included in the training.
- Myanmar
 - There are discussion to open a Myanmar International Forwarders Association (MIFFA) training by MI participants with MI materials
 - Most of the participants are domestic operators, it is encouraged to recruit cross-border operators in the future training
 - The database portal is introduced to the participants and supervisors.
 - Custom is one of the weakest sector in cross border trade in Myanmar, therefore it is encouraged to involve custom sector in future training
- 
- Thailand
 - For SMEs, the training was very useful by providing guidelines and new knowledge. But during the training there should be an outcome after the presentation of the participants; such as the types of vehicle which can operate all GMS countries.
 - the database portal is introduced to the participants and the supervisor
 - For truck operator, the controlling of drivers and raising safety awareness are the most critical issues.
 - For cross border trader, the different practice on vehicle regulation in different countries is the main obstacle.

8.3. Outcome of the Action Plan

During this period, each participant is required to provide regular report of their action plan for every three weeks and final report to MI team and resource person. All the participants are required to come back to MI on August 10 and 11, 2015 for the Synthesis and Evaluation workshop to present their action plan implementation outcomes. The outcome will be utilized to revise the curriculum modules and the future trainings.

9. Conclusion

This report concludes assessment results of the three weeks program and action plan implementation. The assessment results of the three weeks training affirmed that the learning program objectives were achieved. The participants were highly satisfied with the expertise of resource persons and training methodologies employed during the training program. Also the action plan implementation visit, it is shown that most of the participants are utilizing the lessons learnt from MI training into their own work place with action plans by developing systems and internal knowledge sharing.

10. Recommendation

The following recommendations were received by both the participants and the MI facilitation team for further improvement of the training program:

- It would be better to have 2 weeks training program. Distribution of the reading materials in advance
- It would be better if customs sector are also invited in this program.
- Need more professional resource persons
- Provide more group work and discussion
- In order for all the ASEAN and GMS countries to understand the terminologies being used in GMS-CBTA booklets, the rule maker should prepare a GMS-CBTA dictionary which is very useful for all the users
- Handbook including all related material will be useful for operators

11. Appendix

11.1. Curriculum Design Statement

Background

Logistics plays a critical role in the advancement of national trade and contributes toward economic progress. To achieve ASEAN economic development and integration, it is necessary to improve the logistics operations and services, especially, in Mekong sub-region. In accordance with developing hard infrastructure, human resource development in logistics sector as one of the most important soft infrastructures is also needed.

Over the past years major progress has been made on infrastructure improvement, eliminating most major physical barriers to transport. However various non-physical barriers hinder progress in linking regional economies in closer integration and limit the benefits derived from such regional cooperation and integration. The signing by all countries of the Greater Mekong Sub-region (GMS) Cross Border Transport Agreement (CBTA) has not been accompanied by rigorous implementation and the transport industries of the region remain fragmented and disharmonized.

One of the most common problems of logistics in the GMS region is the lack of skilled professional manpower. Manpower deficiencies can be observed with all stakeholders and at all levels of operations and managerial decision making. Therefore, there is a need to develop training programs that enhance logistics knowledge in order to upgrade logistics skills and practices.

Service quality of local GMS logistics service providers (LSPs) is often still rather low and at times unpredictable. In general, GMS logistics companies offer only a limited service range and lack international network and competitiveness. Given this situation, it is difficult for GMS LSPs to provide competitive logistics service even within their respective domestic market, not to speak in the GMS or global markets. Implementation of WTO market access commitments will put further pressure on local LSPs in the GMS to improve service quality and be more responsive to market requirements.

Therefore, the Mekong Institute (MI) introduces a training program on “Certified Logistics Master” with an aim to enhance the capacities of the LSPs in the region. The project will cover three modular cycles of trainings to be held in 2015 and 2016. The 1st and 2nd training cycles will be delivered in the 1st year and 3rd training cycle on Training-of-Trainer will be delivered in the 3rd year to localize the training program in the GMS.

Modular training program on Certified Logistics Master Program

Each of the modular training will undergo a three progressive phase of “Learn to do”, “Do to learn” and “Share to learn”. Each training cycle will benefit 30 logistics professionals from Cambodia, Lao PDR, Myanmar, Thailand and Vietnam (who operate logistics services along GMS economic corridors).

Phase I : Modular training program on Certified Logistics Master Program (Learn to do)

The training aims to improve logistics professionals’ knowledge and skills on the structure of transport market, logistics company’s financial management, transport regulation, customs, and international agreements, liability and insurance, warehousing, types of vehicles, maintenance, health and safety, etc.

As the result of the training, it is expected to improve connectivity and effectiveness in their cross-border and transnational logistics services on all GMS Economic Corridors by utilizing the knowledge and skills learned at MI.

Phase II : Work-based Assignment (Do to Learn)

A three-month work-based assignment will be designed by the participants. At the end of the training workshop, each participant will develop an individual action plan to transfer newly acquired knowledge and technologies into practice back at their worksites. During this stage, Thai and Korean resource persons and MI trainers will provide on-line and on-site technical support via MI supported internet portal and site visits. During this period, each participant will be required to make mid-term and final assignment reports back to his/her advisor.

Phase III : Synthesis and Certification (Share to Learn)

A two-day synthesis and examination workshop will be organized at the end of the transferring phase to process the trainee reflection and facilitate their sharing of lessons learned and best practices. Prior to attending this workshop, each participant must complete all work-based assignments. In this stage, each trainee will have a chance to present their outputs and share the learning/working experience with others.



Training Objectives

The immediate objective of this project is to improve capacity of local LSP in providing quality and timely services along the GMS Economic Corridors. Specific objectives of the training are:

- To decrease cross-border logistic costs
- To improve quality and timely services of local logistic providers on the GMS economic corridors
- To integrate local logistic providers into sub regional, regional and global logistic chains

To improve connectivity and effective cross-border and transnational logistic services on all GMS Economic Corridors

Training Outcomes

All those who qualify the training course will be able to confirm their readiness to operate and manage logistics activities as required in the business sector in the GMS region. The certification will enhance their professional competitiveness to deliver services to comply with market standards.

Duration and Location

A three-week modular training program will be held at the Mekong Institute Residence Training Center, Khon Kaen, Thailand from March 16 to April 3, 2015.

Training Contents

“**Certified Logistics Master Program**” is a core-learning program of Mekong Institute’s Professional Development Series. In this course, participants will explore eleven interrelated modules:

- Module 1: The Structure of Transport markets
- Module 2: Customs and International agreements in GMS & ASEAN
- Module 3: Basics of freight carriers and management
- Module 4: Transport Regulations
- Module 5: Basics of Warehousing and Materials Handling
- Module 6: Maintenance and Workshop
- Module 7: Human Resources issues
- Module 8: Health and Safety
- Module 9: Company Financial Management
- Module 10: Transport Regulations Liability and Insurance

Module 1: The Structure of Transport markets

This module introduces the different types of companies operating in the logistics market, their different roles, characteristics and interests, the differences between “Logistics” and “Transport”, and logistics or supply chains and increasing revenues and sustainable profitability.

Module 2: Customs and International agreements in GMS & ASEAN

As the AEC approaches the importance of these agreements will increase. It is important for transport and logistics operators to understand their current environment as it affected by customs regulations and how this will change with the further implementation of agreements to which their countries are signatories. This module equips participants with the implementation of customs and international agreements

Module 3: Basics of freight carriers and freight management

This module presents different types and management of vehicles, including second hand trucks, and semi-trailers as opposed to multi-axle rigid vehicles. The module also addresses the use of Incoterms and relevant documents and introduces the concept of green freight.

Module 4: Transport Regulations

This module equips the participants with key regulations of transport in GMS countries. In this module, the participants will share their own experiences and difficulties they had and find out the best way to relieve the difficulties they had.

Module 5: Basics of Warehousing and Materials Handling

This module presents warehouse which is a key component of logistics systems and is increasing in its strategic importance in supporting modern logistics management to meet overall logistics cost and service goals. This module covers fundamental knowledge about roles of warehousing, warehouse design and layout, storage systems and materials handling equipment, and warehouse operation.

Module 6: Maintenance and Workshop

This module will identify effective programs for both regular/preventive maintenance and corrective maintenance. The module also covers materials relevant to all managers and supervisors who are in charge of management and supervision of maintenance activities as well as to drivers who operate the vehicles.

Module 7: Human Resources issues

This module is not intended to serve as a general introduction to human resources management within the transport industry but focuses on the most immediate problems facing SME transport operators.

Module 8: Health and Safety

This module seeks to get the managers thinking about what they could do within their own operations to lessen the likelihood of vehicle and loading accidents and to raise the general level of awareness on safety issues.

Module 9: Company Financial Management

This module presents concept of financial management of logistic companies by recognizing the cost elements, costing and pricing concept and risk management.

Module 10: Transport Regulation Liability and Insurance

This module equips participants with different types of insurances in terms of subjects and knowledge on liability management.

6. Training Assignments

Training assignment will require participants to practice professional skills and integrate concepts of regional and international agreements, customs, and regulations. In addition, participants will work in

cross national groups, these activities will promote communication and promote regional collaboration and foster a professional network of contacts among participants. Specific assignments will also be provided throughout the course.

The learning methodology is designed to foster greater understanding of the training content, as well as stimulate sharing and networking among the participants. Interactive experiential learning will be employed and structured learning visits to warehouse, custom office, etc. A team of experts in the field of logistics and program moderators will deliver the training which will be conducted in English and will adopt the following methods:

- Lectures and presentation
- Plenary discussion, case studies and group exercise
- Role plays and simulation games
- Structured learning visits to different logistics operating sites in the area

Curriculum Design and Methodologies

As required, all training modules, case studies, simulation exercises, field researches and best practices are to be drawn from and tailored in the context of GMS region and focus on practical knowledge, respect adult learning principles, use real case studies, adopt participative approaches. They will also from the start, incorporate concrete actions for follow-up activities after training.

Each training module will be designed and delivered using “Integrated Curriculum” approach. The salient features of this integrated curriculum are that, competencies are carefully selected, support theory is integrated with skill practice and essential knowledge is learned to support the performance of skills, and above all, various functional competencies (e.g. facilitation, presentation, communication, negotiation and leadership skills) are integrated across the curriculum.

Approach

For each module, participants will go through three progressive stages of a modular training approach as follows:

Training Phase (Three weeks)

Each training module will start with training sessions in which participants are trained on the concepts, techniques and tools to be employed to accomplish the real tasks expected by their superiors. At this cognitive stage, learner-centered instruction will be applied, whereby the trainer is the leader of a community of learners, devising ways to promote inquiry, higher order thinking, problem solving, higher levels of literacy and engagement. This is a conceptualizing stage which requires the trainer to process and draw on a rich knowledge base of content, methods appropriate to the content, and technology appropriate to the content.

A three-week regional training on Certified Logistics Master Program will be conducted at MI residential training center with study visits to different best practices in Thailand.

Knowledge Transfer Phase (3 months)

At the end of each training, each participant will develop an individual action plan to transfer newly acquire knowledge and technologies into practice back at their worksites. During this phase, resource persons and MI trainers will provide on-line technical support via MI supported internet portal. Each alumnus can send email to individual resource person or post questions in the web-board and the concerned resource person or MI trainer will post response in a timely manner. During this period, each participant is required to make mid-term and final assignment reports back to his/her advisor.

Synthesis and Evaluation (2 day)

A two-day synthesis and evaluation workshop to be organized at the end of their transferring phase to process the alumni reflection and facilitate their sharing of lesson learned and best practices. Prior to attending this workshop, each participant must have completed all work-base assignments. Final examination (writing and oral) will be given during this workshop and those who are successful will be certified as “Logistics Master”.

Target Participants

The primary target groups of this modular training program are CLMVT countries. Thirty (30) participants are expected to join as follow.

Countries	Logistic Service Providers	Public and government sector	Total
Cambodia	5	1	6
Laos	5	1	6
Myanmar	5	1	6
Vietnam	5	1	6
Thailand	5	1	6
Total			30

This is a professional learning project on Logistics Master Program in GMS countries. As such it will be dealing with policies, strategies, approaches, tools and methodologies with analysis, planning and implementation, and promoting strategies for logistic services and operations. To benefit most from this program, participants preferably should be practitioners and operators in the field of logistics services.

Target participants of the program are from sectors namely government officials from department of transport, customs brokers, trucking companies, warehouse or transshipment facility operators, general transport companies as long as they are to some extent asset-based, logistic/transport association employees. Participants should:

Have to be young enough to embrace new ideas and change, and ready to implement the learning and skills in their companies and countries;

- Be able to communicate (speak, understand, read and write) at professional level in English;
- Have sufficient professional capacity to actively participate cross-culturally at an international level;

- Be able to attend the entire course.
- Be interactive and participative at the training
- Commit to implement action plans upon return to their respective country
- Maintain effective coordination with the MI coordinator
- In addition MI also encourages a gender balance in participant composition

11.2. Program Schedule

Day 1: 16th March 2015, Monday

Venue: James Bolger Conference Room, 1st Floor

Topics: Opening Ceremony, Module 1: The Structure of Transport Markets

Time	Activity/Topics	Speaker/Organizer
07:30	Breakfast	
08.30-08.45	- Registration, receive the program package - Participants and guests seated in Conference Room 1 st Floor	Ms. Sasiporn Phuphaploy, Program Assistant, TIF
Opening Ceremony		
08.45-09.00	- Welcome Remarks - Program Overview	Mr. Madhurjya Kumar Dutta, Programe Manager, Official In Charge
09.00-09.15	Opening Address	Mr. Chung Haemoon, Secretary-General of ASEAN Center, Republic of Korea
9.15-9.20	Group Photo	
09.20-09.35	Mekong Institute Introduction Presentation	Ms. Pornwilai Pumira, Associate Programe Manager
09.35-09.50	Training Introduction	Ms. Ewijeong Jeong, Project Facilitator, TIF
09.50-10.20	Tea/Coffee Break	
10.20-10.35	Ice Breaking and Getting to know each other	Mr. Ronnarit Chaiyo-saeng, , Programe Facilitator, TIF
10.35-12.00	- MI Facilities and Services - Setting norms, expectations and BOD - Pre-self assessment of participants' competencies	Ms. Ewijeong Jeong, Project Facilitator, TIF
12.00-13.30	Lunch Break at MI canteen	
Module 1: The Structure of Transport Markets		
13.30-15.15	Session 1. Market Participants	Mr. Paul Apthorp, Vice-chairman,

		FRETA
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30-16.45	Session 1. continued	Mr. Paul Apthorp, Vice-chairman, FRETA
16.45-17.00	BOD Meeting	TIF and BOD teams
17.00 onwards	Dinner and self study (free time)	

Day 2: 17th March 2015, Tuesday

Topics: Module 1 (continue) & Module 2. Customs and International agreements in GMS & ASEAN

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
09.00-10.15	Session 2. Logistics / Transport	Asst. Prof. Dr. Weerapat Sessomboon, KKU
10.15-10.30	<i>Tea/Coffee Break</i>	
10.30-12.00	Session 3. The Marketing of SMEs	Mr. Paul Apthorp, Vice-chairman, FRETA
12.00-13.30	Lunch Break at MI canteen	
Module 2: Customs and International agreements in GMS & ASEAN		
13.30-15.15	Session 4. Customs & international agreement	Mr. Paul Apthorp, Vice-chairman, FRETA
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30-16.45	Session 4. continued	Mr. Paul Apthorp, Vice-chairman, FRETA

16.45-17.00	BOD Meeting	TIF and BOD teams
17.00 onwards	Dinner and self study (free time)	

Day 3: 18th March 2015, Wednesday

Topics: Module 2. Customs and International agreements in GMS & ASEAN (continued)

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
09.00-10.15	Session 5. ASEAN Agreements	Mr. Paul Apthorp, Vice-chairman, FRETA
10.15-10.30	<i>Tea/Coffee Break</i>	
10.30-12.00	Session 5. Continued	Mr. Paul Apthorp, Vice-chairman, FRETA
12.00-13.30	Lunch Break at MI canteen	
13.30 – 15.15	Session 6. Free Trade Zone, Bonded Transport, Inland Clearance, Depots / Dry port	Mr. Paul Apthorp, Vice-chairman, FRETA
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30- 16.45	Session 6. Continued	Mr. Paul Apthorp, Vice-chairman, FRETA
16.45-17.00	BOD Meeting	TIF and BOD teams

Day 4: 19th March 2015, Thursday

Topics: Module 6. Basics of freight carriers and freight management (Vehicle types, air and ocean

freight, green freight)

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
Module 3: Basics of freight carriers and freight management		
09.00-10.15	Session 7. Vehicle Types & Purchasing replacement vehicles	Mr. Paul Apthorp, Vice-chairman, FRETA
10.15-10.30	<i>Tea/Coffee Break</i>	
10.30-12.00	Session 7. Vehicle Types & Purchasing replacement vehicles (continued)	Mr. Paul Apthorp, Vice-chairman, FRETA
12.00-13.30	Lunch Break at MI canteen	
13.30-15.15	Session 8. Air freight and Ocean freight	Mr. Paul Apthorp, Vice-chairman, FRETA
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30-16.45	Session 9. Multimodal transport	Mr. Paul Apthorp, Vice-chairman, FRETA
16.45-17.00	BOD Meeting	TIF and BOD teams
17.00 onwards	Dinner and self study (free time)	

Day 5: 20th March 2015, Friday**Activity: Module 3. Continued & Module 4. Transport Regulation**

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team

09.00-10.15	Session 10. Incoterms & documentation	Mr. Paul Apthorp, FRETA	Vice-chairman,
10.15-10.30	<i>Tea/Coffee Break</i>		
10.30-12.00	Session 10. Incoterms & documentation (continued)	Mr. Paul Apthorp, FRETA	Vice-chairman,
12.00-13.30	Lunch at local Thai restaurant		
Module 4. Transport Regulation			
13.30-15.15	Session 11. National Regulation	Mr. Paul Apthorp, FRETA	Vice-chairman,
15.15-15.30	<i>Tea/Coffee Break</i>		
15.30-16.45	Session 12. Regional/International Agreements	Mr. Paul Apthorp, FRETA	Vice-chairman,
16.45-17.30	Preparation of Field Visit #1	Ms. Ewijeong Jeong, Participants	
17.00 onwards	Dinner and self study (free time)		

Weekend

21st March 2015, Saturday

Activity: Field Visit #1. Trip to Laos Border, Nong Khai

Time	Activity/Topics	Speaker/Organizer
07.00-07.30	Breakfast	
07.30-10.30	Leave MI to Laos Boarder	Participants, Ms. Ewijeong Jeong Mr. Sa-nga Sattanun

10.30-12.00	Visit Duean Sawanh Co., Ltd	
12.00-13.15	Lunch Break at the border	
13.30-15:00	Visit Nong Khai Custom office	Participants, Ms. Ewijeong Jeong Mr. Sa-nga Sattanun
15.00-16.00	Free time at the border	
16.00-19.00	Leave Nong Khai back to MI	
19.00 onwards	Dinner and self study	

22nd March 2015, Sunday

Free time

Day: 6, 23rd March 2015, Monday

Activity: Module 5. Basics of Warehousing and Materials Handling

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
09.00-10.15	Report of the field visit # 1	Participants, Asst. Prof. Dr. Weerapat Sessomboon, KKU
10.15-10.45	Tea/Coffee Break	

Module 7. Human Resource Issues

10.45-12.00	Session 22. Recruitment and training of drivers and mechanics Session 23. Ongoing training and company development/ Clerical and management training	Mr. Sa-nga Kovitthammakorn, Khon Kaen Transport and Agriculture Company
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12.00-13.30	Lunch Break at MI canteen	
Module 5. Basics of Warehousing and Materials Handling		
13.30-15.15	Session 13. Roles and Types of Warehouses	Asst. Prof. Dr. Weerapat Sessomboon, KKU
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30-16.45	Session 14. Storage system and synthesis of learning	Asst. Prof. Dr. Weerapat Sessomboon, KKU
16.45-17.00	BOD Meeting	TIF and BOD Teams
17.00 onwards	Dinner and self study (free time)	

Day 7: 24th March 2015, Tuesday

Topics: Module 5. Continued

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
09.00-10.15	Session 15. Warehouse Design and Layout	Asst. Prof. Dr. Weerapat Sessomboon, KKU
10.15-10.30	<i>Tea/Coffee Break</i>	
10.30-12.00	Session 15. Continued	Asst. Prof. Dr. Weerapat Sessomboon, KKU
12.00-13.30	Lunch Break at MI canteen	
13.30-15.15	Session 16. Warehouse Operations	Asst. Prof. Dr. Weerapat Sessomboon, KKU
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30-16.45	Session 16. Continued	Asst. Prof. Dr. Weerapat Sessomboon,

		KKU
16.45-17.00	BOD Meeting	TIF and BOD Teams
17.00 onwards	Dinner and self study (free time)	

Day 8: 25th March 2015, Wednesday

Topics: Module 6. Maintenance and Workshop

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast at MI canteen	
08.30-09.00	Recapitulation and Synthesis of Learning's	BOD team
Module 6. Maintenance and Workshop		
09.00-10.15	Session 17. Importance of an effective maintenance system	Asst. Prof. Dr. Danaipong Chetchotsak, KKU
10.15-10.30	<i>Tea/Coffee Break</i>	
10.30-12.00	Session 17. Continued	Asst. Prof. Dr. Danaipong Chetchotsak, KKU
12.00-13.00	Lunch Break at MI canteen	
13.00-15.15	Session 18. The choice between in-house and contract-out	Asst. Prof. Dr. Danaipong Chetchotsak, KKU
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30-16.45	Session 19. Preventive maintenance program and corrective maintenance	Asst. Prof. Dr. Danaipong Chetchotsak, KKU

16.45-17.00	BOD Meeting	TIF and BOD Teams
17.00 onwards	Dinner and self study	

Day 9: 26th March, 2015, Thursday

Topics: Module 6. Continued

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast at MI canteen	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
09.00-10.15	Session 20. Workshop and parts management	Asst. Prof. Dr. Danaipong Chetchotsak, KKU
10.15-10.30	<i>Tea/Coffee Break</i>	
10.30-12.00	Session 21. Maintenance reporting system	Asst. Prof. Dr. Danaipong Chetchotsak, KKU
12.00-13.30	Lunch Break at MI canteen	
13.30-15.15	- Action Plan guideline - Logistics Portal Introduction	- Mr. Dutta - Mr. Sa nga
15.15-15.30	<i>Tea/Coffee Break</i>	
15.30-17.00	Field Visit #2 Preparation	Participants
17.15-17.30	BOD Meeting	TIF and BOD Teams
17.00 onwards	Dinner and self study	

Day 10: 27th March, 2015, Friday

Topics: Field Visit #2. Day trip to warehouse / transport companies in Khon Kaen

Time	Activity/Topics	Speaker/Organizer
	Breakfast	
09.00-09.30	Leave MI	Participants
09.30-12.00	CPF Distribution Center	Ms. Ewijeong Jeong Mr. Sa-nga Sattanun Ms. Sasiporn Phuphaploy
12.00-13.30	Lunch Break at local Thai restaurant	
14.00-16.00	The Professional ID Driver	Participants Ms. Ewijeong Jeong Mr. Sa-nga Sattanun
16:30 onwards	Dinner and self study	

Weekend		
28th March 2015, Saturday		
Activity: City Tour of Khon Kaen		
Time	Activity/Topics	Facilitator
09.00	Leave MI	
9.30-11.00	Wat Nong Wang Temple and Kaen Nakhon Lake	Participants
11.00-11.30	Move to Central Plaza	Ms. Ewijeong Jeong
12.00-13.30	Lunch at Central Plaza	
13.30-15.30	Free time at Central Plaza	
15.30-16.00	Back to MI	
29th March 2015, Sunday		
Free Time		
Day 11: 30th March, 2015, Monday		
Topics: Module 9. Company Financial Management		
Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
09.00-10.30	Report on field visit #2	Participants, Dr. Weerapat Sessomboon, KKU
10.15-10.30	<i>Tea/Coffee Break</i>	
Module 9. Company Financial Management		
10.30-12.00	Session 29. Costing and pricing of transport service	Mr. Suradet Showtavee, Chairman, Cho Thavee Dollasien Public Co. Ltd
12.00-13.30	Lunch Break at MI canteen	
13.30-15.15	Session 30. Financing and risk management	Mr. Suradet Showtavee, Chairman,

		Cho Thavee Dollasien Public Co. Ltd
15.15-15.30	<i>Teal/Coffee Break</i>	
15.30-16.45	Session 31. Tenders and RFQ response	Mr. Suradet Showtavee, Chairman, Cho Thavee Dollasien Public Co. Ltd
16.45-17.00	BOD Meeting	TIF and BOD Teams
17.00 onwards	Dinner and self study (free time)	

Day 12: 31st March, 2015, Tuesday

Topics: Topics: Module 8. Health and Safety

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
Module 8. Health and Safety		
09.00-10.15	Session 24. Health and Safety Culture	Mr.Saravudh Sungkaree, Business Development Manager, Inter Business Enterprise Co. Ltd
10.15-10.30	<i>Teal/Coffee Break</i>	
10.30-12.00	Session 25. Dangerous Goods and Regulations	Mr. Saravudh Sungkaree, Business Development Manager, Inter Business Enterprise Co. Ltd
12.00-13.30	Lunch Break at MI canteen	
13.30-15.15	Session 26. Driver selection, safe loading of vehicles, axle weights	Mr. Saravudh Sungkaree, Business Development Manager, Inter Business Enterprise Co. Ltd

15.15-15.30	<i>Teal/Coffee Break</i>	
15.30-16.45	Session 27. Accident Procedures, safety equipment	Mr. Saravudh Sungkaree, Business Development Manager, Inter Business Enterprise Co. Ltd
16.45-17.00	BOD Meeting	TIF and BOD Teams
17.00 onwards	Dinner and self study (free time)	

Day 13: 1st April, 2015, Wednesday

Topics: Module 10. Transport regulations liability and insurance

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Recapitulation and Synthesis of Learning	BOD team
Module 10. Transport regulations liability and insurance		
09.00-10.15	Session 32. Basic insurance – company assets and employees	Mr. Tiddy S. Teerawit, Executive Director, Boonma Moving & Storage Co Ltd
10.15-10.30	<i>Teal/Coffee Break</i>	
10.45-12.00	Session 33. Terms and conditions of carriage, waybills, manifests and CMR	Mr. Tiddy S. Teerawit, Executive Director, Boonma Moving & Storage Co Ltd
12.00-13.30	Lunch Break at MI canteen	
13.30-15.15	Session 33. Continued	Mr. Tiddy S. Teerawit, Executive Director, Boonma Moving & Storage Co Ltd
15.15-15.30	<i>Teal/Coffee Break</i>	

15.30-16.45	Session 34. Insurance relating to cargo and carrier's liability	Mr. Tiddy S. Teerawit, Executive Director, Boonma Moving & Storage Co Ltd
16.45-17.00	BOD Meeting	TIF and BOD Teams
17.00 onwards	Dinner and self study (free time)	

Day 15: 3rd April 2015, Friday

Topics: Action Plan Revision, Way Forward and Closing Ceremony

Time	Activity/Topics	Speaker/Organizer
07.30-08.30	Breakfast	
08.30-09.00	Preparation of Individual Action Plan	Participants
10:00-12:00	Presentation of Action Plans	Participants
12.00-13.00	Lunch Break at MI canteen	
13.00-14.00	Presentation of Action Plans (continued)	Participants
14:00-13:30	Final Program Evaluation	Ms. Ewijeong Jeong, Project Facilitator, TIF
14.30-14:45	Mekong Institute's Alumni Database	Ms. Ewijeong Jeong, Project Facilitator, TIF
14.45-15.15	Tea/Coffee Break	
Closing Ceremony		
15.15-16:15	Learning Program Report and Results of Evaluation	
16:15-16:40	Participants' Short Speech	Representative from each country

16:40-16:50	Congratulatory and closing remarks	Dr.Watcharas Leelawath, Director, MI
17:30	Farewell Dinner	






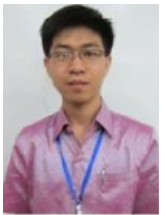

*** MC: Ms. Ewijeong

Day 16: 4th April 2015, Saturday

Activity: Depart to Respective Countries







Time	Activity	MI Facilitator
07.30-08.00	Breakfast at MI canteen	
08.30-onwards	Leave for respective countries	

11.3. Directory

NO	Photo	Name & Position	Organization & Address	Contact
Cambodia (6)				
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11.4. Action Plan Topics

Country	Participant	Action Plan Topic	Adjusted Action Plan	Summary of Action Plan
Cambodia	Ms. SORN Sopheavatey	Information access improvement on land transport rules and regulations	<ul style="list-style-type: none"> • Objective • Some scope in action plan progress 	<ul style="list-style-type: none"> • Dissemination the Cambodian rules and regulations on land transport sector • Try to improve the performance of the organization
Cambodia	Mr. Chhen Nisaroeun	Developing standards for the work flow in the operation to maintain the service quality and to have a good management system	No adjustment	<ul style="list-style-type: none"> • Skill improvement in work performance • Improve operation performance
Cambodia	Ms. Ou Sopheak	Develop logistics training program	No adjustment	<ul style="list-style-type: none"> • Improve Capacity Building • Support Logistics Industries • Knowledge of Logistics for GMS and AEC • Global Trade Exchange • Risk Management
Cambodia	Ms. Ros Tepmunineath	Risk Management for Freight Forwarder – AGL (Cambodia) Co., Ltd	No adjustment	<ul style="list-style-type: none"> • Minimize/avoid the cargo lost/damage claim by risk management
Cambodia	Mr. Sao Rithy	Improving performance of Dry Port operation	No adjustment	<ul style="list-style-type: none"> • Improvement of transport service • Reduce the maintenance cost • Improve warehouse operation
Cambodia	Mr. KuchSith	Plan &	No adjustment	<ul style="list-style-type: none"> • Develop a procedure for

	Oudom	Implementation of Preventive Maintenance		preventive maintenance standard for all fleets
Lao PDR	Mr. Ekkasan Viphayrot	Air freight improving performance of Air freight department at Lao Freight Forwarder Co., LTD	No adjustment	<ul style="list-style-type: none"> • Training to new staff and upgrade driver skill
Lao PDR	Mr. Sengsavang Phandanouvong	Development of Training Program on Logistics for LIFFA	No adjustment	<ul style="list-style-type: none"> • Provide a Core Basic Training Program on Certified Logistics Master for LIFFA on an assistance in strengthening its administration and function
Lao PDR	Mr. Phiengsavath Sisoulath	Warehouse Operational Cost	<ul style="list-style-type: none"> • Some adjustment on key costs and indicators 	<ul style="list-style-type: none"> • Identify and improve the warehouse operational cost
Lao PDR	Mr. Bounchanh Keobounyong	improvement of Warehouse Management and Operation Services of Societe Mixte De Transport Co.,Ltd	<ul style="list-style-type: none"> • Revised on problems want to be solved 	<ul style="list-style-type: none"> • It covers the how to improve and better operation services and reduction in maintenance cost of company
Lao PDR	Mr. Oudomsith Philangam	Improving performance of warehouse and distribution of EXIM Company	No adjustment	<ul style="list-style-type: none"> • This action plan will try to improve quality of system in warehouse operation and delivery distribution by identify the key system and develop strategies
Lao PDR	Mr. Vinthong Manivone	Urban Road Maintenance subject	<ul style="list-style-type: none"> • Adjusted on the date of training course 	<ul style="list-style-type: none"> • Provide training on how to improve road maintenance procedures

Vietnam	Mr. To Van Hiep	1st AP: how to attract and retain association members	Included two more action plans: <ul style="list-style-type: none"> • 2nd AP: To enhance sales in Forwarding activity • 3rd AP: preventing maintenance 	<ul style="list-style-type: none"> • 1st AP: develop strategies to attract new member and strengthen association • 2nd AP: Improvement the marketing, policy and networking to increase sales • 3rd AP: find out about No equipment breakdown due to failure of preventing maintenance and impending or incipient failure
Vietnam	Ms. Nguyen ThiBich Diep	Building better reputation and expand the network in the region	Scope down the objective	<ul style="list-style-type: none"> • Building a Reputation by applying CSR, high standard driver, vehicle, management and service • Setting an agent in Cambodia
Vietnam	Mr. Dinh Hai Tuan	Performance Improvement of Logistics Services of FDT Co., Ltd	No adjustment	<ul style="list-style-type: none"> • Improve staff knowledge in term of logistics services • Improve the quality of customer services
Vietnam	Ms. Luong Thi Kim Oanh	Training Quality Improvement	Change Topic to combine and coordinate to push up Logistics Company in Hai Phong to fill up logistics database	<ul style="list-style-type: none"> • Provide support to MI on push the logistics company in Hai Phone to fill up the logistics database
Vietnam	Mr. BÙI KHẮC CHÍNH	Improving warehousing management and logistics services of Dong Nai Port JSC in	No adjustment	<ul style="list-style-type: none"> • SWOT Analysis, Warehouse & Logistics Services • Solutions for Improving Warehouse & Logistics Services in 2015

		2015		<ul style="list-style-type: none"> Proposing connectivity between Dong Nai Port to other Ports in GMS countries
Vietnam	Ms. Phung Thi Hoa	To conduct a consulting survey with Transport Operators (VATA members) in Da Nang city	No adjustment	<ul style="list-style-type: none"> Sharing knowledge To VATA officers Conduct a consulting survey with Transport Operators
Myanmar	Ms. Pann Su Mon	Applying fleet maintenance system and cost reduction and reduction of operation cost	No adjustment	<ul style="list-style-type: none"> Apply fleet maintenance system and cost reduction Reduce operation cost in using risk management system
Myanmar	Mr. Nay Myo Win Aung	Development of Bonded Warehouses in Yangon	No adjustment	<ul style="list-style-type: none"> Find out the requirements of bonded warehouses business in order to meet the increasing demand Explore challenges and constraints to start-up the bonded warehouse business
Myanmar	Mr. Aung Myo Myint	For the development of Dry Ports at Ywarthargyi and Myitnge	No adjustment	<ul style="list-style-type: none"> Develop dry port projects in Mandalay and Yangon & cooperate with other related Ministries and Private sector. Develop container freight transportation within country as well as to connect with other country through border crossing
Myanmar	Ms. HlaHla Yee	Improving total	No adjustment	<ul style="list-style-type: none"> Develop & implement a

		logistical services and attracting global company		<p>program to strengthen the capacity of transport</p> <ul style="list-style-type: none"> • Develop a fee-based Driving training program • Encourage to apply CSR
Myanmar	Mr. Peter Lawi Lu	The evaluation on the problems we used to face as freight forwarding operators in Myanmar	Topic change to : The Business Development Plan of Awards Group of Companies	<ul style="list-style-type: none"> • Improve skills and performance • Increase service
Myanmar	Mr. Nyan Lin Htay	Controlling land operation cost and improving operation	No adjustment	<ul style="list-style-type: none"> • Implement good practices to control operation cost • Provide and used skill drivers for new purchase trucks • Fuel Quality • In-house mechanic
Thailand	Mr. Tangjaitong Arnon	Improvement Siam Sealand Transport Co.,Ltd	No adjustment	<ul style="list-style-type: none"> • Energizer and Mood Monitor • Improve Safety Awareness • Improve company profile/CSR policy • Connecting Professional Associations
Thailand	Mr.Tanasuthiseree Praon	Safety management and accident investigation	No adjustment	<ul style="list-style-type: none"> • Reduce fatality case from 3 to 0 case by identify and develop strategy
Thailand	Mr. Niran Sripadungporn	The preventive maintenance cost reduction for new truck: choices between in-house	No adjustment	<ul style="list-style-type: none"> • Measure the in house preventive maintenance cost of the company • Compare the preventive maintenance cost reduction

		maintenance and outsourcing maintenance		between the in house maintenance and the outsourcing maintenance
Thailand	Ms. Piyawan Thapangpan	Enhancing the capability of road freight transport in preparation for the AEC	No adjustment	<ul style="list-style-type: none"> • Update and disseminate regulations of road freight transport in ASEAN for Thai Truck Operator and Department of Land Transport ‘ Staffs • Disseminate the “Service Quality Standard for Truck Operation” (Q Mark) brand image among AEC member countries
Thailand	Ms. Pattanan Thaveesangsa kulthai	Increasing staff’s performance and sales to Lao	No adjustment	<ul style="list-style-type: none"> • Increase sales staff performance by providing training on information about Transport Regulations
Thailand	Ms. Kanvisatsri Puntip	Safety training course	No adjustment	Conduct training course to drivers in order to increase awareness of safety condition