



Certified Logistics Master Program



November, 2016



**Funded by
Republic of Korea**

ACKNOWLEDGEMENTS

Certified Logistics Masters Program, a three-year project (2014-2017) is being implemented by Mekong Institute for benefitting the logistics services provider in CLMVT (Cambodia, Laos, Myanmar, Vietnam, and Thailand) countries.

We express our appreciation to all participants from the CLMVT countries for adhering to the Master Program instructions and guidelines during the modular sessions. The participants have been overwhelmingly responsive in sharing their feedback that how the training has been useful to them now when they are back to their home countries. This was crucial to determine training outcomes from the three batched of training of Logistic Master Program.

This project was supported by Republic of Korea.

Trade and Investment Facilitation Department
Mekong Institute
Khon Kaen, Thailand
November, 2016

Contents

Executive Summary.....	iv
Abbreviations.....	iv
1. Introduction	2
2. Learning stage	4
2.1. Objectives.....	4
2.2. Content, Delivery	4
2.3. Results.....	5
(1) 2 nd training	5
(2) 3 rd training	5
(3) Pre and post assessments.....	5
3. Action plan implementing stage	7
3.1. Objectives.....	7
3.2. Content, Delivery	7
3.3. Results.....	7
(1) 2 nd training.....	7
(2) 3 rd training	8
4. Sharing stage.....	10
4.1. Objectives.....	10
4.2. Content, Delivery	10
4.3. Results.....	11
(1) 2 nd training	11
(2) 3 rd training	12
5. Cross border logistics investment and business development.....	14
6. Summary (on all the three interventions)	18
6.1. Indicators	18
(1) 2 nd training	18
(2) 3 rd training	19
7. Feedback and Recommendation	21
8. Conclusion.....	22

Executive Summary

The Certified Logistics Master program sponsored by the Mekong-Republic of Korea Cooperation Fund (MRCF), Mekong Institute (MI) has just completed the three batches of training.

The Certified Logistics Program has drawn participants from Cambodia, Lao PDR, Myanmar, Vietnam, and Thailand (CLMVT) to contribute to scaling up of professional skills in logistics function in an area that is set to be experience trade-boost under the common framework of ASEAN and Greater Mekong Sub-region. Modular Training on Certified Logistics master program was initiated to transfer the newly acquired knowledge and skills to their work.

The Immediate objective of the project is to improve capacity of the local logistics service providers (LSP) and logistics related government officials in Cambodia, Lao PDR, Myanmar, Vietnam and Thailand (CLMVT) for providing quality and timely services along the GMS Economic Corridors, so they can be integrated into sub-regional, regional and global logistics chains. The other important objectives include improvement in connectivity and reduction in cross border logistics costs. Therefore, inclusive and equitable growth within and among CLMVT can be partly promoted.

It appears that the trainings influenced several cross-border business negotiations and early stage partnerships in a form of feasibility study. The first three batches of modular trainings encouraged participants from Mekong countries to get engaged with others or even to each other's acquaintances. This is evident from several cross-border visits by organization of participant to another and often resulted in continued exploring of logistic business partnerships including trucking, driver's schooling, and dialogues with local and national governments.

Abbreviations

CBTA	: Cross Border Trade Agreements
CLMVT	: Cambodia, Lao PDR, Myanmar, Vietnam, and Thailand
FDI	: Foreign Direct Investment
GMS	: Greater Mekong Sub-region
GMS-FRETA	: Greater Mekong Sub-region Freight Transport Association
HRM	: Human Resources Management
MI	: Mekong Institute
MRCF	: Mekong-Republic of Korea Cooperation Fund
TIF	: Trade and Investment and Facilitation
TOT	: Training of Trainers

1. Introduction

Funded by Mekong-Republic of Korea Cooperation Fund (MRCF), Mekong Institute (MI) is implementing a three-year project titled ‘**Certified Logistics Master Program**’ in collaboration with the Greater Mekong Sub-Region Freight Transport Association (GMS FRETA) and Khon Kaen University from October 2014 to September 2017.

The Immediate objective of the project is to improve capacity of the local logistics service providers (LSP) and logistics related government officials in Cambodia, Lao PDR, Myanmar, Vietnam and Thailand (CLMVT) for providing quality and timely services along the GMS Economic Corridors, so they can be integrated into sub-regional, regional and global logistics chains. The other important objectives include improvement in connectivity and reduction in cross border logistics costs. Therefore, inclusive and equitable growth within and among CLMVT can be partly promoted.

The project is divided into three phases as shown in figure xxx. In the first phase (from October 2014 to September 2015), standards for the logistics service in the GMS were established, and the 1st modular training was conducted. The 2nd and 3rd modular trainings were held during the second phase (from October 2015 to September 2016). Training of Trainer (TOT), targeted to **twenty** professionals to be selected from the previous three batches of training, will be carried out in the third phase (from October 2016 to September 2017).

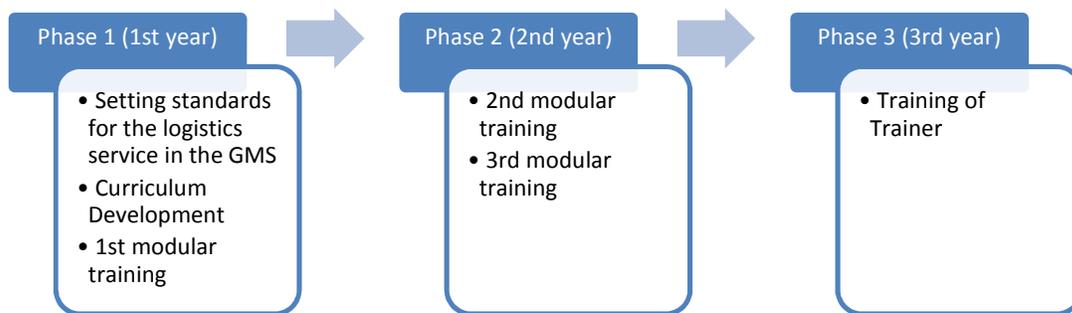


Figure 1. Three phases of the ‘Certified Logistics Master’ project

The modular training is composed of three progressive stages namely ‘**Learn to do**’, ‘**Do to learn**’ and ‘**Share to learn**’. Participants’ performance is assessed throughout these three stages to qualify for the ‘Certified Logistics Master’.



Figure 2. The structure of the modular training

During the second phase, MI successfully conducted the second and third modular training s and trained **sixty** participants from CLMVT. The participants represented government agencies, freight forwarders associations and logistics companies. The participants were trained to enhance their logistics related knowledge and skills, so that they become able to apply these knowledge and skills at their work through their action plans. Progress of action plan implementation was monitored

regularly, and in the S&E workshop each participant presented what they have learned and achieved in terms of their action plan implementation. Out of total **sixty** participants, **forty five** (25 from the 2nd modular training, 19 from the 3rd modular training) have qualified for the 'Logistics Master Certification' jointly awarded by the GMS-FRETA, Khon Kaen University and MI.

Apart from the training intervention, the project also provided opportunities for the logistics service providers in CLMVT to build cross country business network and partnership.

xxx

2. Learning stage

2.1. Objectives

The objective of this participatory learning stage is to train the participants so that they can be familiar with the related concepts, techniques and tools.

2.2. Content, Delivery

The two week of learning for the 2nd and the 3rd modular trainings were held at MI, Khon Kaen, Thailand **from October 26 to November 6, 2015** and **from May 23 to June 3, 2016**, respectively.

In total, **thirty** participants (2nd batch: 6 from each country, 14 females and 16 males, 3rd batch: xxx) joined the trainings .10 modules for the 2nd modular training and 12 modules for the 3rd modular training were delivered. The contents were more or less same, however, in the 3rd modular training, two new modules were added; ‘Customs and documents in the GMS and ASEAN’ and ‘Supply chain management’.

Table 1. Modules of the 2nd and 3rd modular trainings

2nd modular trainings: Learning stage (October 26 to November 6, 2015)		
Module	1	Transport market structure-
	2	Agreements in the GMS & ASEAN and Transport Regulations-
	3	Freight carriers and management-
	4	Green logistics-
	5	Company financial management-
	6	Dangerous goods-
	7	Warehousing and materials handling-
	8	Maintenance-
	9	Liability and insurance-
	10	Human resources management
3rd modular trainings: Learning stage (May 23 to June 3, 2016)		
Module	1	Transport market structure
	2	Agreements in the GMS & ASEAN and Transport Regulations
	3	Freight carriers and management
	4	Green logistics
	5	Company financial management
	6	Human resources management
	7	Customs and documents in the GMS and ASEAN (Added)
	8	Liability and insurance
	9	Warehousing and materials handling
	10	Supply chain management (Added)
	11	Maintenance
	12	Dangerous goods

The pre-and post-assessments, rated on a scale of 1, the lowest, to 5, the highest, were taken to see improvement in logistics related knowledge and skills of the participants after the completion of the learning stage.

During the learning stage of the 2nd and 3rd modular training, four structural leaning visits to ‘Charoen Pokphand Foods Distribution Centre, Khon Kaen, Thailand’, ‘Mukdahan Customs house, Mukdahan, Thailand’, ‘Savannakhet Special Economic Zone, Savannakhet, Lao PDR’ and ‘Savannakhet Customs

House, Savannakhet, Lao PDR' were organized for the participants to understand in detail the key elements of the logistics service.

At the end of the learning state, the participants designed their own action plan that was to be achieved within three months and involved the contents presented during the two week of the learning stage. Therefore, logistics related knowledge and skills they acquired could be applied in their work and/or organization to solve current problems.

2.3. Results

(1) 2nd training

Much time was spent on how local companies need to develop their own corporate social responsibility (CSR) policies and security standards as well as insurance coverage and customer service to be able to deal directly with the paying customer and not remain as just a local subcontractor. It was obvious that they had little experience with other vehicle types or operating module as there was no real comparison done between the vehicle types of one country and another.

The participants found the modules useful as of the average score of 3.8 (1: not useful, 5: very useful), and the 2nd module was recorded as the most useful whereas module 8 was found the least useful.

(2) 3rd training

Some of the contents that the participants marked as very important were: CBTA, Green logistics, Financing and risk management, Human resource management etc. Some participants wanted to have a session, for example, on advanced financial course for the logistics service providers and international trade law.

(3) Pre and post assessments

The results of the pre and post assessments from both of the 2nd and 3rd learning stages showed that the participants' knowledge and skills were increased significantly in all modules (1: I do not know anything about this topic, 2: I have heard about this topic, 3: I have some knowledge in this topic but need to study more, 4: I have a good working knowledge in this topic, 5: I am highly competent and experienced in this topic and able to share to others).

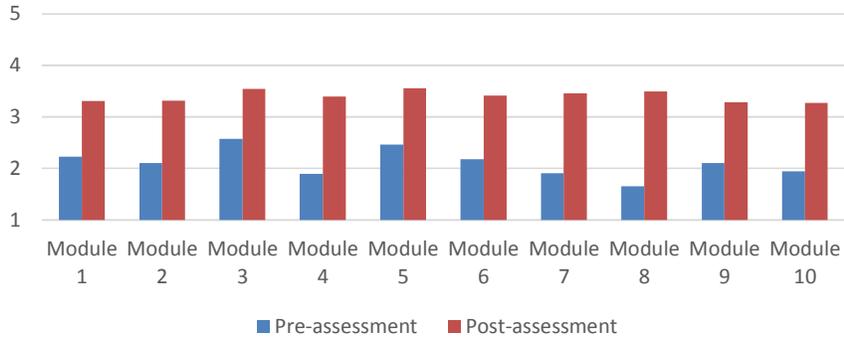


Figure 3. Pre and post assessment for the 2nd modular training

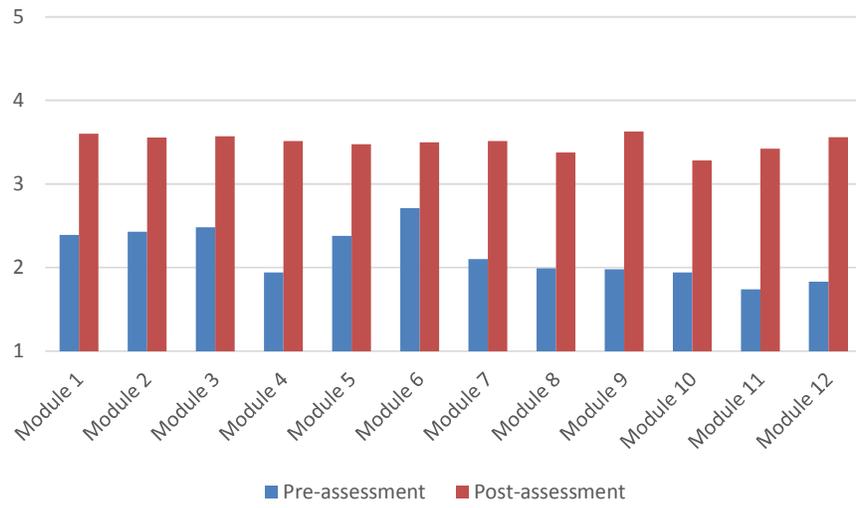


Figure 4. Pre and post assessment for the 3rd modular training

3. Action plan implementing stage

3.1. Objectives

The objective of this stage is to enable the participants to apply their knowledge and skills acquired from the 1st stage at their work for improving their logistics service

3.2. Content, Delivery

'Online coaching' including xxx and 'monitoring visit to CLMVT' were carried out to guide and mentor the participants in the execution of their agreed action plan and the preparation of their presentation to the S&E Workshop. Key lessons learned during the action plan implementing stage as well as the practical issues yet to be solved to implement the action plan successfully were reported by the participants.

For the 2nd modular training, the online coaching took place between November 2015 and January, 2016, and the monitoring visit took place from January 11 to 25, 2016. For the 3rd modular training, the online coaching took place between the 04th of June 2016 and the 02nd of October 2016, and the monitoring visit took place from August 8 to 22.

3.3. Results

(1) 2nd training

The interviews were conducted with xxx participants in CLMVT. Most of the participants completed more than 50% of their action plan. xxx participants held the workshop/seminar after they went back to their work to share the knowledge and skills.

The action plans of the participants were:

Table 2. Action plan (2nd modular training)

No.	Name	Action Plan
Cambodia		
1	Ms. Ros Chan Sras	CBTA in GMS Countries
2	Ms. Sok Vaypheng	Driver behavior
3	Ms. Ou Sophorn	Improve in logistics operations
4	Mr. Chov Sombath	Internal training
5	Mr. Phang Sovong	Dry port and workshop
Lao PDR		
6	Mr. Khounsida Thavone (S&E x)	Development a training on transport of dangerous goods
7	Mr. Phongsysay Xaivinut	Reducing operation and maintenance costs
8	Ms. Phommaxaisy Sansany	Warehouse management to reduce picking errors
9	Ms. Silavong Adisone	Enhance government agencies toward AEC
10	Ms. Phimpachanh Pipong	Workshop on green logistics and CSR
11	Mr. Somphone Vongkeo	Training on ASEAN agreement
Myanmar		
12	Mr. Thu Aung Cho	Financial and operational risk management
13	Mr. Khaing Phyo Aung	Training on incoterms and documentation
14	Ms. Khin Thitsa	Workshop and training on green logistics
15	Ms. Khin Mar New	Warehouse operations
16	Mr. Myo Min Zaw	Implement of vehicle costing system
17	Mr. Zaw Min Tun	Improving truck maintenance and costing system
Vietnam		

18	Ms. Tran Thi Thanh Mai (S&E x)	Enhance staff skills in logistics operation
19	Ms. Khin Thitsar (S&E x)	Workshop and training for green logistics
20	Mr. Nguyen Ngoc Trung Hieu (M x)	Reducing car accident in the trucking company
21	Ms. Mai Thi Thu Dung (M x)	Risk management plan
22	Ms. Do Thi Thu Trang (M x)	Creating set of criteria to choose the most efficient transport service providers for drilling mud corporation
23	Mr. Nguyen Huynh Luu Phuong (M x)	Improving the logistics curriculum
24	Mr. Nguyen Chi Quoc (M x)	Fuel management of the container trucks
Thailand		
25	Mr. Thawatchaivirut Thanet	Supply chain & tender bidding training
26	Mr. Pongnopparat Jukkrapun	Competitiveness analysis for truck operation costs
27	Ms. Twatchainunt Praew	Feasibility of an IPO to finance
28	Ms. Thateephatsakul Thannarat	Thailand-Cambodia border logistics re-design
29	Ms. Vichiansan Pornyamon	Supplier selection
30	Mr. Luangsa-ard Montri	Eco techno criteria for truck selection

(2) 3rd training

The interviews were conducted with 27 participants in CLMVT. Most of the participants completed more than 50% of their action plan: xxx participants held the workshop/seminar after they went back to their work to share the knowledge and skills.

The action plans of the participants were:

Table 3. Action plan (3rd modular training)

No.	Name	Action Plan
Cambodia		
1	Mr. HUN Samseyla	To reduce the costs of custom clearance at the border between Cambodia and Thailand
2	Mr. LY Makara	Documentation & Shipping operation in Kamsab
3	Mr. KHOM Seyha	Freight Forwarder's risk management
4	Mr. SENG Chanvisal	Container damage report
5	Mr. HENG Seng Kim	The costs related to Cambodia's road system and truck overloading
Lao PDR		
6	Mr. SOUKHOUMALAY Deuanepheng	To manage/control truck cost
7	Mr. THOUMBOULOM Souksamai	To introduce a Green Freight Training Course
8	Mr. PHENGKHOUAN Nanongsack	To improve the storage layout for operational efficiency
Myanmar		
9	Mr. MINN MAUNG OO	Training for employees
10	Mr. NYO OO	Capacity building in Myanmar Railways
11	Ms. KHIN HNIN PHYU	To share knowledge and provide border trade services
12	Ms. OHN MAR MAW	To open a new office at the border between MYAWADDY and MAESOT
13	Mr. MINN THYU AUNG	To increase fleet availability and maximize operational efficiency
14	Ms. MAY SOE AUNG	To implement the Learning Management System for supporting capacity building (online Learning)
Vietnam		
15	Mr. MAI TUAN ANH	Freight forwarder using Tracking Analysis System (TAS) for optimizing

		transportation
16	Mr. HUA PHONG LINH	Human resource management
17	Ms. PHAM THU THUY	Consolidation by airfreight: China to Cambodia through Vietnam (New cross border service)
18	Ms. PHAM THANH HOAI	Reduce trucking cost LCL Hochiminh – Phnompenh
19	Ms. VO THI PHUONG LAN	To reduce diesel fuel & repair cost and improve vehicle maintenance
Thailand		
20	Ms. SUTTHINUN Wanthanee	To reduce staff turnover
21	Ms. CHIENYUENYONGPONG Mayuree	To survey a new route for fly-ash cargo transportation (Thailand-Laos border)
22	Ms. FUNGLADDA Chintar	To mitigate the risk of cement bag damage (transported to Myanmar)

4. Sharing stage

4.1.Objectives

The objectives of this stage are to present outcomes of the participants' action plan, share good practices among the participants and to evaluate the participants' performance to qualify for the 'Certified Logistics Master'

4.2.Content, Delivery

All the participants who attended the two-week learning stage were invited to join the S&E workshop for two days (2nd: February 1-2, 2016, 3rd: October 3-4, 2016). For the 2nd modular training, a total of 28 participants from CLMVT joined for the workshop, and the number of male participants was 15 and female was 13. For the 3rd modular training, a total of twenty-two participants from CLMVT joined for the workshop, and the number of male participants was 13 and female was 9.

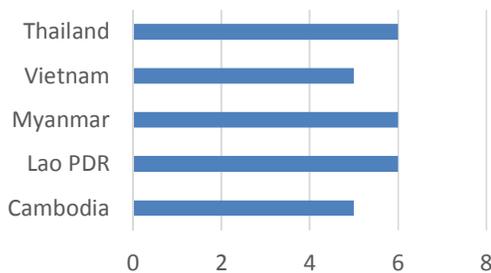


Figure 5. No. of the participants from CLMVT in the 2nd modular training

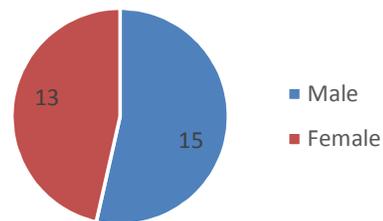


Figure 6. No. of male and female participants in the 2nd modular training

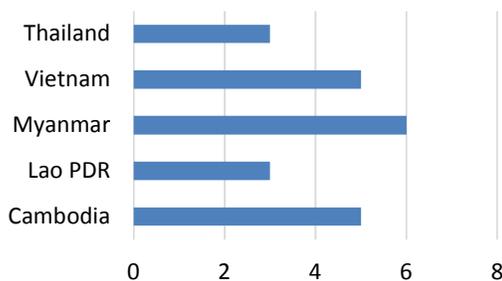


Figure 7. No. of the participants from CLMVT in the 3rd modular training

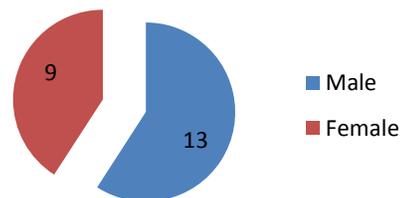


Figure 8. No. of male and female participants in the 3rd modular training

The workshop was structured into **Session 1** for the participants to reflect on their action plan implementation via the information market, **Session 2** to evaluate the curriculum against the REESI criteria of Relevance, Effectiveness, Efficiency, Sustainability and Impact and **Session 3** to assess the participants based on specific performance criteria set in each stage of the modular training. Those who obtained 60% out of 400 credits were recognized as the 'Certified Logistics Master'.

In the workshop of the 2nd modular training, there was the session on 'GMS logistics database'. Moreover, during the workshop of the 3rd modular training, two structured learning visits to 'Auto Motion Works' and 'ID driver school', both located in Khon Kaen, Thailand, were conducted.

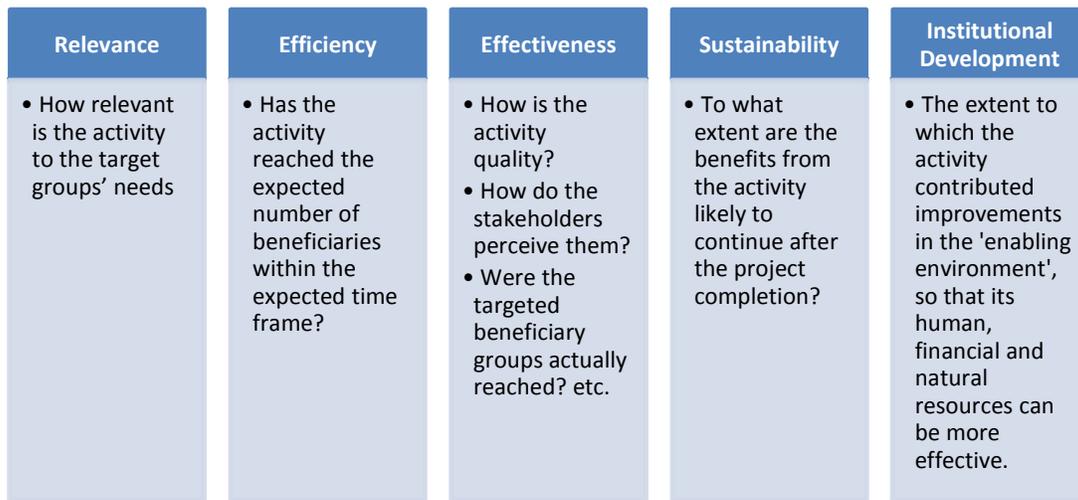


Figure 9. REESI

Table 4. Performance criteriatent

Phase	Category	Credits
Learn to Do	Participation	25
	Class assignments	25
	Multiple choice examination	100
Do to Learn	Regular reports (total 3 reports, 10 credits/each)	30
Share to Learn	Action plan implemented and a quantified improvement demonstrated or a training program carried out	130
	Relevance and significance of the issues raised	40
	Extent to which course knowledge has been applied	20
	PPT contents/layout (including challenges and recommendations)	20
	Visual and technical skill shown in the presentation/poster	5
	Quality of oral presentation and response to questions	5
Total		400

4.3.Results

(1) 2nd training

In the S&E workshop, most participants found the session for the individual presentation very interesting with the average score of 4.12/5. At the same time, the logistics database session recorded the lowest satisfaction score of 3.64/5 compared to other sessions.

20 participants out of 28 indicated that the S&E workshop improved significantly their knowledge and skills further while 2 participants found the workshop not that helpful.

* Curriculum review

In total, 25 participants were rewarded as the 'Certified Logistics Master'.

* Graph (country, male/female)

(2) 3rd training

Each participant's outcomes and lesson learned from implementing his/her action plan shared during the S&E workshop were:

Table 5. xxx

No.	Name	Outcomes/Lesson learned/Best practices
Cambodia		
1	Mr. HUN Samseyla	<ul style="list-style-type: none"> - [outcomes] Improvement in a daily work (working procedure, quotation Issuance etc.) - [outcomes] Improvement in manpower & facilities at the border point
2	Mr. LY Makara	<ul style="list-style-type: none"> - [outcomes] Faster operation - [outcomes, lesson learned] More effective cargo management
3	Mr. KHOM Seyha	<ul style="list-style-type: none"> - [outcomes] Mitigated the related risks - [outcomes] Profitability increased
4	Mr. SENG Chanvisal	<ul style="list-style-type: none"> - [outcomes] Customers' satisfaction Increased - [outcomes] Claims reduced
5	Mr. HENG Seng Kim	<ul style="list-style-type: none"> - [lesson learned] Needs of enforcing the related laws and mechanisms, and the training for vehicle owners and drivers
Lao PDR		
6	Mr. SOUKHOUMALAY Deuanepheng	<ul style="list-style-type: none"> - [outcomes] Maintenance methods applied - [outcomes] Operation cost reduced - [outcomes] Network among the CLMVT countries established
7	Mr. THOUMBOULOM Souksamai	<ul style="list-style-type: none"> - [outcomes] Teaching material on green logistics finalized
8	Mr. PHENGKHOUAN Nanongsack	<ul style="list-style-type: none"> - [outcomes] More effective warehouse management - [outcomes] The ratios of the expired goods reduced
Myanmar		
9	Mr. MINN MAUNG OO	<ul style="list-style-type: none"> - [lesson learned] Need of more training for the staffs - [lesson learned] Realistic action plan, so it can be achieved and applied
10	Mr. NYO OO	<ul style="list-style-type: none"> - [lesson learned] Realized the problems that the staffs faced to - [lesson learned] Importance of the communication and teamwork
11	Ms. KHIN HNIN PHYU	<ul style="list-style-type: none"> - [lesson learned] Importance of the time frame and budget for the action plan - [outcomes] Held the regular training for the staffs
12	Ms. OHN MAR MAW	<ul style="list-style-type: none"> - [lesson learned] Importance of finance and cash flow, office location, customers and vendors etc. - [outcomes] More knowledge gained in border trade (helpful for opening the new branch office at the border)
13	Mr. MINN THYU AUNG	<ul style="list-style-type: none"> - [outcomes] Standard procedures applied - [lesson learned] Need of preventive maintenance program and capacity development/performance evaluation for the staffs
14	Ms. MAY SOE AUNG	<ul style="list-style-type: none"> - [lesson learned] Advantages of a combined learning environment with the traditional classroom teaching and comprehensive e-learning delivery approach
Vietnam		

15	Mr. MAI TUAN ANH	<ul style="list-style-type: none"> - [outcomes] Understanding of the cost elements, type of truck, and the market where the empty vehicles can be utilized - [outcomes] How to build up the web/application
16	Mr. HUA PHONG LINH	<ul style="list-style-type: none"> - [outcomes] Effective HR management
17	Ms. PHAM THU THUY	<ul style="list-style-type: none"> - [outcomes] 1st attempt of the air consolidation in this region so far
18	Ms. PHAM THANH HOAI	<ul style="list-style-type: none"> - [lesson learned] Importance of the budget calculation and the national rules/barriers in different countries - [outcomes] Study for the demand and supply markets done
19	Ms. VO THI PHUONG LAN	<ul style="list-style-type: none"> - [outcomes] Full understanding of maintenance program among the staffs - [outcomes] Repair & maintenance costs reduced
Thailand		
20	Ms. SUTTHINUN Wanthanee	<ul style="list-style-type: none"> - [lesson learned] Usefulness of the anonymous questionnaires to survey the satisfaction level of employees
21	Ms. CHIENYUENYONGPONG Mayuree	<ul style="list-style-type: none"> - [lesson learned] The Lowest price is not the last answer for the customer, but the good service with the reasonable price is better - [lesson learned] Importance of the advices from the customers-do not hesitate to ask
22	Ms. FUNGLADDA Chintar	<ul style="list-style-type: none"> - [lesson learned] Insurance is not the only answer for reducing the risk - [lesson learned] Need of improvement in the loading process

* Curriculum review

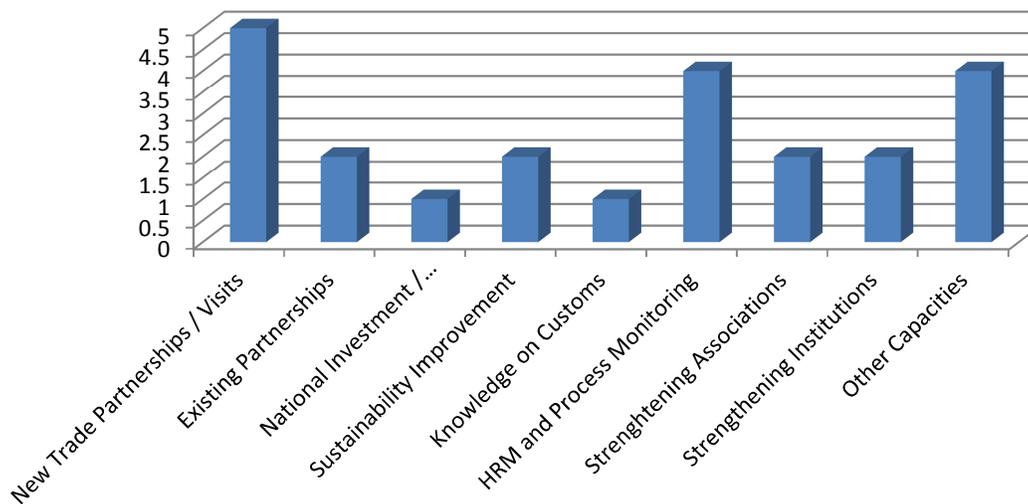
In total, 19 participants were rewarded as the 'Certified Logistics Master'.

* Graph (country, male/female)

5. Cross-border business development and logistics investment

TIF department at MI came in contact with all three batches of the participants at the end of October 2016 to identify what impact the training has left in cross-border trade and investment. The participants from the three batches of Logistic Master Program conducted at Mekong Institute, were asked if the training facilitated them in forging into partnership or starting a committed business discussion together with other issues like human resources management, occupational safety and health, strengthening of associations, investment made in country or outside, capacity building and so on. Figure xxx shows how the voluntary respondents communicated by MI form different outcome and output statuses.

Modular Training Outcomes on Cross Border Business Logistics & Investments



New Trade Partnerships: Several participants reported that after attending the training they made visits to each other's office to discuss mutual business interest as to freight pricing, over-border collaboration etc. A company in Thailand made visits to the border area of Myanmar just to anticipate what kind of facilities will be available there and how the community in the border region may get involved so as to avoid relocating human resources and to avoid cost.

"We have already forged strong bonding with participants from neighboring countries including Myanmar. We have talked about cross border shipment between Mae Sot, Thailand and Myawaddy, Myanmar. We already visited Burmese community at Mahachai and Samutsakorn to see what business we can cooperate in. We are in the process of getting more information and details. And then we got visits from ASL Corporation, Vietnam. The Vietnamese participant in the modular training, Ms. Nguyen Le Thu sent her colleagues to Thailand and we have started a sea-freight business together. Ms. Hanna Hoai from T&M Forwarding, another company in Vietnam inquired about the cost of container trucking from Mukdahan to Bangkok. And then, Mr. Deuanepheng from Sino Express, Lao PDR enquired about trucking charges from Thailand to Lao. I am hopeful that some of these discussions may lead to serious partnerships in near future"

- **Wanthanee Sutthinun,**
Thailand

"Yes, we discuss about business opportunities especially in Vietnam. I have introduced them to

my colleague to deal business in cross border business (Ms. Hanna Hoai) and some pulp and paper raw material (Mr. Mai Tuan Anh).

"I am lucky to have met some of the regional strong player in logistics management. I have some container shipments from Vietnam to Yangon and I communicated with my colleagues from the training in Myanmar about the local trucking and the procedure to do the import customs clearance. Myanmar team already replied with full information, and it is very useful for me.

I and Thailand team are now connecting for some business dealings. A participant from Thailand introduced her friend in SCG paper mill to me. I intend to supply the old paper source to SCG Paper mill, SCG still checking my export price.

That's not all! With my colleagues from Cambodia in the training I am discussing an infrastructure project in Cambodia who is in search of some foreign investment (FDI). This discussion is still in progress.

**Mr. Mike – Director, VietNam
Khang Viet Co. Ltd. – Wegoha
Group**

Strengthening Existing Trade Relationships: From the feedback from the participants of Logistics Master Program Batch 1 and 2, it was understood that the MI training brought together similar professionals from around the region where many of them had ongoing trade activities. The training just equipped them how to deal professionally with each other with great understanding of modern management practices.

"The training strengthened my existing partnership with Thai transport companies like Thairefer Group and Petikemas Transport Co. Ltd. with better understanding of the logistics process and particularly, customs."

- Nisaroeun Chhen, Camwill Global Co. Ltd. (member, CAMFFA),
Cambodia

National Investment: Participation in the Logistics Master Program made several senior professionals aware of the regional integration and the eventual trade expansion. As such senior professionals came to terms that they also need to build the national capacity to cater to the needs of the cross-border trades. Several senior professionals report they made a strategy plan for constructing additional units both number of trucks and warehouse looking at their stable business last several years and the prospect of trade expansion in future. A Thai company reported that they just started re-evaluating their project proposals with learned action plan at the Logistic Master Program so as to

"Our company has a plan to invest in warehouses and trucks to expand business as we are studying the projects proposal in light of the increasing regional trade".

- **Wanthanee Sutthinun,
Thailand**

Sustainability and Occupational Safety and Health: It is interesting to see how many former participants were actually looking into the safety and security, particularly occupational safety and health (OSH) very seriously, in case of transporting potentially hazardous chemicals or just workers health tend safety in general. To them it was properly communicated that observing the sustainability issues was a key to avoid sudden cost rise and to ensure a smooth business operation.

“The Logistics Master Program at MI equipped me with valuable knowledge of operational safety. I apply that knowledge in my daily in storing polypropylene more effectively and easy to load / unload and delivering liquid sulfur safely to avoid inflammation.”

- **Mr. Trang, Drilling Mud Corporation,**

Vietnam

“From Thailand experience we’re very impressed and excited about automatic warehouse and modern school in driving licenses training in Khon Kaen because they’re not in Vietnam yet.”

- **Ms. Phung Thi Hoa, Export Manager, T&M Forwarding,**

Vietnam

Greater Understanding of Customs Knowledge: Regional trade expansion calls for greater understanding of regional customs procedure that would facilitate the logistics operation. It was rather a pre-condition to scale up cross-border trade taking advantage of GMS and ASEAN agreements and frameworks. But all these agreements and their possible effect in cross-border trade was not transmitted to them in an intensive course like that of Logistics Master Program conducted at MI.

HRM and Process Monitoring: As it happened, most of the participant mentioned about their learning at MI has been most useful in their process monitoring and human resources management. These are the areas they recalled they have been benefitted in together with other areas of importance i.e. cross border trade deals. Many pointed out that qualitative process improvement was just a pre-condition for them to get engaged in cross-border deals. This phenomenon was particularly true to the regional logistic SMEs in the lower Mekong region.

“The most useful learning from the training that I have used after coming back is the MI's action plan. I can implement the MI's action plan to be a guideline of company's action plan. We have set the action plan as a part of KPI (Key Performance Indicator) of all Departments and concerned managers. Managers will learn how to set action plan for their department, to think systematically, to find out how to solve problem and to fix time-frame. Some topics of training are modified to train our staff (e.g. incoterms & documentation, national customs process & ASEAN Single Window).

- **Wanthanee Sutthinun,**

Thailand

“Before I attended the training course in Khon Kaen on Certified Logistics Master, I had studied some courses in logistics since 2002 such as IATA Air cargo introductory course, IATA Dangerous Goods, Cargo English in Vietnam & Warehouse Practices, Process-driven warehouse operations, Air freight forwarding/ Sea freight forwarding, Safety & Security in logistics in Singapore. The certified logistics master course in Khon Kaen really helps me review & update what I have learned before. What impressed me most of the course is the Human Resource Management that I have not spent time on it. That’s the reason I did choose the topic: HRM as my Action Plan.”

- **Hua Phong Linh/ Philip (3rd batch)
Director, Addicon Logistics co., Ltd,
Vietnam**

Strengthening Sector Association: The capacity of national freight-forwarding association is a key to promote trade with neighboring countries. Keeping that in mind, a number of participants were selected based on their strong role in the respective associations in their country. A participant from Vietnam informed us that he was gearing for upcoming election for leading the association. It’s about the recognition he received from the capacity building training he offered to the member organizations once he was back to his home country.

“the knowledge in the training program helped me to teach the subject on Warehousing and Inventory Management”.

- Nguyen Huynh Luu Phuong, Lecturer
Department of Transport Economics, Ho Chi Minh City, University of Transport

Strengthening Educational Institutes: It was perhaps not in the knowledge of MI itself until it contacted all previous participants about their present role and how they have been benefited from their training in their present setting. As it emerged, several participants who made their way to functional educational and training institutions found the benefits of the course. In their opinion, this is perhaps one of the best ways to disseminate their learning among the future would be logistics professionals.

Diverse Capacity Development: There were responses from a number of participants about how the training actually contributed to their overall capacity of running logistics businesses. It was supposed to be the case for Myanmar and also some other countries where capacity pre-conditions are necessary to fulfill to transfer the knowledge into successful

We realized from ID drivers that they have different training as private car, Truck and trailer as well as heavy equipment driving. We use this knowledge and get more in depth confirmation which I communicate with concern parson from ID driver through MI personals. Convince to our governments to use this best practice and provide the separate driving training for truck and trailer and grant the Red License for 3 years of experience in Black license.

- Nguyen Huynh Luu Phuong, Lecturer
Department of Transport Economics, Ho Chi Minh City, University of Transport

It appears that the trainings influenced several cross-border business negotiations and early stage partnerships in a form of feasibility study. The first three batches of modular trainings encouraged participants from Mekong countries to get engaged with others or even to each other’s acquaintances. This is evident from several cross-border visits by organization of participant to another and often resulted in continued exploring of logistic business partnerships including trucking, driver’s schooling, and dialogues with local and national governments.

6. Summary of Three Modular Training Interventions

6.1. Indicators

Outcomes were measured based on the four indicators (**Indicator 1**: % of participants complete the modular training, **Indicator 2**: % of participants qualify for the ‘Certified Logistics Master’, **Indicator 3**: Results of action plan implementation, **Indicator 4**: Relevance and applicability of the modular training) proposed in the proposal).

(1) 2nd training

- **Indicator 1**: % of participants complete the modular training

In total, 93% of the participants completed the 2nd modular training.

Table 6. xxx

	1st stage	2nd stage	3rd stage
Number of the participants	30	28	28
Percentage (%)	100	93	93

- **Indicator 2**: % of participants qualify for the ‘Certified Logistics Master’

Out of 28 participants who completed all three stages of the modular training successfully, 25 participants (89%) were qualified for the ‘Certified Logistics Master’.

-**Indicator 3**: Results of action plan implementation

* Results of action plan implementation

-**Indicator 4**: Relevance and applicability of the modular training)

73%the participants reported that they acquired additional knowledge and skills in the field of the logistics service.80% of the participants responded that the contents delivered during the learning stage were significantly relevant to their work as of the average score 3.90 (1: not relevant, 5: highly relevant), however, fewer participants (71%) found the whole modular training relevant to their work.87% of the participants agreed that these were applicable at their work as well.

86% of the participants agreed that the “Certified Logistic Master” certificate would be useful as of the average score of 4.36/5.

The degree of improvement in participants’ presentation, communication and team/Group working skills was indicated in figure xxx (1: not improved, 5: fully improved). Moreover, 77% of the participants reported significant increase in cross-culture knowledge.

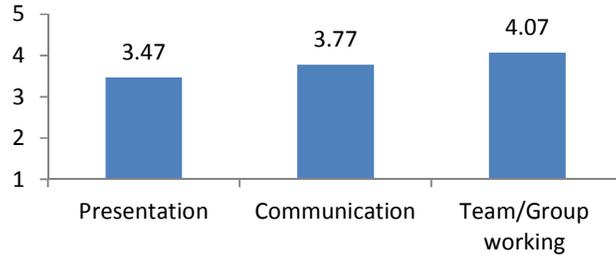


Figure 10. xxx

(2) 3rd training

- **Indicator 1:** % of participants complete the modular training

In total, 77% of the participants completed the 3rd modular training.

Table 7. xxx

	1st stage	2nd stage	3rd stage
Number of the participants	30	27	22
Percentage (%)	100	90	77

- **Indicator 2:** % of participants qualify for the ‘Certified Logistics Master’

Out of 22 participants who completed all three stages of the modular training successfully, 19 participants (86%) were qualified for the ‘Certified Logistics Master’.

-**Indicator 3:** Results of action plan implementation

* Results of action plan implementation

-**Indicator 4:** Relevance and applicability of the modular training)

60% of the participants considered that their knowledge and skills were improved, and 50% of the participants indicated that the contents of the two-week learning stage were relevant to their work.

The degrees of improvement in participants’ presentation, communication, team/Group working, critical thinking and online information retrieving skills was indicated in figure xxx (1: not improved, 5: fully improved). Moreover, 16 participants reported significant increase in cross-culture knowledge.

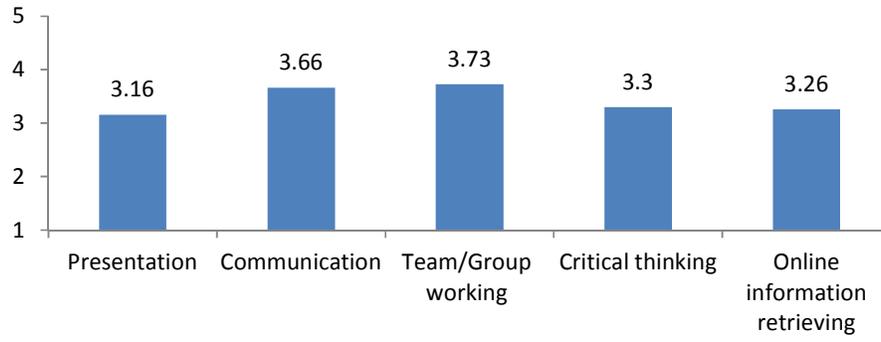


Figure 11. xxx

7. Feedback and Recommendation

For the 2nd modular training, 22 out of 30 participants (73%) were satisfied with the contents of the training. However, only 8 participants out of 30 (27%) agreed that the level of the contents was appropriate. The participants were satisfied with the training methods with the average score of 3.8, and the first three preferred training methods were lecture /presentations, video/case studies and group work. The participants were satisfied with the program structure including technical support/guidance from MI team and the duration as of the average score of 3.93/5 (1: not satisfied, 5: highly satisfied). 23 out of 28 participants (82%) would like to recommend this modular training to others as of the average score of 4.48/5 (1: not recommend, 5: highly recommend).

For the 3rd modular training, 50% of the participants were satisfied with the contents of the training, also more than half of the participants (80%) agreed that the level of the contents was adequate. Among different training methods applied to the modular training, the participants preferred the most 'Expert speakers (3.90/5)' followed by 'One-to-one action plan consultation (3.87/5)' and 'Field visit (3.66/5)'. They also found 'Pre and post assessments as a very effective Monitoring and Evaluation (M&E) method (3.53/5) compared to other methods such as 'Board of Director' and 'Examination'. Most of the participants were satisfied with the arrangement of the organizer for the modular trainings (3.83/5).

8. Conclusion

The Certified Logistics Program has drawn participants from Cambodia, Lao PDR, Myanmar, Vietnam, and Thailand (CLMVT) to contribute to scaling up of professional skills in logistics function in an area that is set to be experience trade-boost under the common framework of ASEAN and Greater Mekong Sub-region. Modular Training on Certified Logistics master program was initiated to transfer the newly acquired knowledge and skills to their work.

At the end of two years, the trainings visibly influenced several cross-border business negotiations and early stage partnerships in a form of feasibility study. The first three batches of modular trainings encouraged participants from Mekong countries to get engaged with others or even to each other's acquaintances. This is evident from several cross-border visits by organization of participant to another and often resulted in continued exploring of logistic business partnerships including trucking, driver's schooling, and dialogues with local and national governments.

There is scope for further work in awareness and harmonization of customs and logistics functions across the Mekong countries.