



## **TENTH MEETING OF THE RAILWAY WORKING GROUP**

**3-5 June 2026**

Ulaanbaatar, Mongolia

**Venue: Shangri La Hotel, Ulaanbaatar**

### **Background**

At the 15th CAREC Ministerial Conference in 2016, CAREC countries adopted the CAREC Railway Strategy 2017–2030 to serve as a guiding document for the sound, long-term development of CAREC railways. CAREC member countries are currently implementing the Strategy.

In November 2018, the Asian Development Bank (ADB) mobilized a technical assistance (TA) project to accelerate the development of the railway subsector in CAREC countries through (i) railway transport market research, (ii) project identification and preparation through pre-feasibility studies, (iii) knowledge sharing, and (iv) capacity development.

Much of the recent work has drawn attention to the importance of providing efficient railway links to ports and inland terminals and the need for efficient border crossing processes. Human resource management in railway organizations is another key area to strengthen to enable railways to compete in today's freight transportation markets, and operate efficiently and cost-effectively.

Against this background, the main objectives of the tenth meeting of the RWG are to:

- Update the RWG on rail-port connectivity issues in the CAREC region and beyond.
- Introduce human resource management and restructuring policies in railways to respond to changing market demands
- Update the RWG on TA studies completed in 2025
- Share experiences and lessons on selected topics
- Agree on next steps in TA implementation

## Day 1 (3 June)

- 0830-0900      **Registration**
- 0900-0910      **Opening remarks**  
  
Mr. Itgelt Kh, Director General of the Railway Policy Coordination Department, Ministry of Roads and Transport, Mongolia
- 0910-0920      **Introduction: Key Trends and Challenges Central and West Asian Railways**  
  
Mr. Jurgen Sluijter, Principal Transport Specialist, ADB
- 0920-1000      **Session 1: Port-Rail Interoperability in the CAREC region**  
Presentation of recent developments affecting rail/port transportation connectivity at various ports in the CAREC region. Presenting a road map to increase intermodal capacity and efficiency and challenges.  
  
Mr. Adrian Sammons, Senior Transport Specialist (Maritime Transport & Ports)
- 1000-1030      Coffee break and group photo
- 1030-1200      **Session 2: Strategic Railway Planning in Mongolia**  
Presentation of the findings of a TA prefeasibility study of the proposed Nomgon–Khushig Valley railway that would form part of Mongolia’s proposed 2<sup>nd</sup> North–South Railway.  
  
Mr. Itgelt Kh, Director General of the Railway Policy Coordination Department, Ministry of Roads and Transport of Mongolia  
Mr. Tyrrell Duncan, Consultant (TA Team Leader)
- 1200-1315      Lunch
- 1315-1500      **Session 3: Human Resource Management in Railway Organizations (1)**  
Launch of the CAREC railway sector publication *Human Resource Management - Guide for Railway Companies*. Presentation of key principles and practices in HR management in railway organizations. This part one will cover the following topics: Development of HRM policy and HRM capacities, staffing, HR administration and discipline, global compensation and Occupational Health and Safety (OHS).  
  
Mr. André Côté, Human Resource Management Specialist
- 1500-1530      Tea break

- 1530-1630      **Session 4: Practical Examples of Railway Digitalization**  
Digitalization is a key element in the development of international freight traffic. Often it refers to document exchange and border crossing procedures to increase the commercial speed of international freight trains. But there are many other functions that benefit from digitalization, enhancing the overall efficiency and cost-effectiveness of railway operations.
- Mr. Udo Sauerbrey, Railway Sector Specialist (TA Core Team)
- 1630-1700      **Session 5: Promoting electronic information exchange between railways and among railways and control agencies (online)**
- Mr. Sandeep R. Jain, Economic Affairs Officer, United Nations Economic and Social Commission for Asia and the Pacific
- 1700-1715      **Wrap-up Day 1**
- Mr. Jurgen Sluijter, Principal Transport Specialist, ADB
- 19:00-21:00      **Reception**

## Day 2 (4 June)

0830-0900	Registration
0900-0910	<b>Introduction to Day 2 of the RWG meeting</b>  Mr. Jurgen Sluijter, Principal Transport Specialist, ADB
0910-1010	<b>Session 6: Cross-border Railway Developments in CAREC region - Interactive session</b> In this session, RWG members will be invited to discuss the latest developments affecting cross-border railways in the region, including traffic bottlenecks, changing traffic patterns, commercial factors, and new and proposed investment projects.  Mr. Tyrrell Duncan, Consultant (TA Team Leader) Mr. Udo Sauerbrey, Railway Sector Specialist (TA Core Team)
1010-1040	Coffee break
1040-1200	<b>Session 7: Rail-Port Interoperability in the CAREC region - Global developments</b> This presentation examines how recent global and regional disruptions are reshaping trade flows and maritime and inland waterborne transport with focus on competitiveness, route diversion, and the strategic importance of rail-port interoperability in the CAREC region.  Mr. Adrian Sammons, Senior Transport Specialist (Maritime Transport & Ports) ADB
1200-1330	Lunch
1330-1430	<b>Session 8: Human Resource Management in Railway Organizations (2) - Skills Development &amp; HR Restructuring</b> This second session will cover the development and training of staff and how to conduct workforce restructuring, including implementation strategy, processes, options, and mitigation measures.  Mr. André Côté, Human Resource Management Specialist
1430-1530	<b>Session 9: TA planning and identification of new TA activities</b> Review of earmarked and newly proposed prefeasibility and knowledge projects for support through the TA.  Mr. Tyrrell Duncan, Consultant (TA Team Leader)
1530-1600	Coffee Break

1600-1615	<b>Remarks from development partners</b>
1615-1655	<b>Wrap-up (Summary of Proceedings)</b> Mr. Jurgen Sluijter, Principal Transport Specialist, ADB
1655-1700	<b>Closing remarks</b> Mr. Itgelt Kh, Director General of the Railway Policy Coordination Department, Ministry of Roads and Transport, Mongolia

### **Day 3 (5 June)**

#### **Visit to the Khushig Valley-Bagakhangai Railway Line**

0900	Pick-up from hotel (transportation by bus)
0930-11:30	Site visit
1130-1200	Return to hotel