

INTERNATIONALIZATION STRATEGY (2023 - 2029)

25 %

50 %

75 %



12%

25%

38%

50%



Co-funded by the
Erasmus+ Programme
of the European Union

CONTENTS

INTERNATIONALIZATION STRATEGY PLAN AT A GLANCE..... 4

INTRODUCTION..... 6

1. SITUATION ANALYSIS..... 8

1.1. CORPORATE HISTORY 8

1.2. PAST EXPERIENCES WITHIN THE SCOPE OF INTERNATIONALIZATION STRATEGY 8

UIC: UNION INTERNATIONALE DES CHEMINS DE FER/
France <https://cordis.europa.eu/project/id/285121>..... 9

UNION INTERNATIONALE DES CHEMINS DE FER/France..... 9

THALES SIX GTS FRANCE SAS/France..... 9

THE UNIVERSITY OF SHEFFIELD/ United Kingdom 10

EUROC Consortium 10

FGC Ferrocarrills De La Generalitat De Catalunya Spain 10

SIOV (The State Institute Of Vocational Education And Training) Slovakia 10

UIC : International Union Of Railways France 10

TWI (UK Welding Institute)..... 10

EWf (European Welding Federation/Portugal) 10

Stichting Nederlands Instituut voor Lastechniek(NIL) (Netherlands) 10

Administrador de Infraestructuras Ferroviarias (Spain) 10

EACE - European Academy of Certified Education gGmbH (Germany)..... 11

UK-Certified Knowledge Association (UK) 11

Centro Internazionale Per La Promozione Dell'educazione E Lo Sviluppo Associazione (Italy) 11

Republic of Turkey State Railways Administration 11

TCDD Transportation Inc. 11

CERTIFER SA (France) 11

Faculty of Transport and Traffic Sciences of the University of Zagreb (Croatia) 11

TCDD Transportation Inc. (Türkiye) 11

Çınarlı Vocational and Technical Anatolian High School (Türkiye) 11

Certifer SA (France) 11

TCteam (Germany) 11

Certified Knowledge Association – UKCKA (UK) 11

Eskisehir Technical University (Turkey) 11

State Railways of the Republic of Turkey (Turkey) 11

Leading Technology Development (Turkey) 11

University of Pardubice (Czech) 11

BEST Institut für berufsbezogene Weiterbildung und Personaltraining GmbH (Austria) 11

UK-Certified Knowledge Association (UK) 11

Certifer Aebt (Germany) 11

Hrvatsko društvo željezničkih inženjera - HDŽI (Croatia) 11

ICTerra Information and Communication Technologies Industry and Trade Anonymous 11

Company (Türkiye)..... 11

Technical Content Team (Germany)..... 11

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



1.3. ANALYSIS OF TOP POLICY DOCUMENTS FROM THE PERSPECTIVE OF INTERNATIONALIZATION.....	12
1.4. PRODUCT AND SERVICE ANALYSIS WITH FIELDS OF ACTIVITY	17
1.5. STAKEHOLDER ANALYSIS	19
1.6. ASSOCIATION INTERNAL ANALYSIS	21
1.6.1. ORGANIZATION.....	21
1.7. SECTORAL ANALYSIS	21
1.7.1. Sectoral Trend Analysis from the Perspective of Internationalization (PESTLE Analysis).....	22
1.7.2. SWOT Analysis from the Perspective of Internationalization	24
1.7.3. Findings And Needs	26
2. LOOKING TO THE FUTURE.....	29
2.1. INTERNATIONAL MISSION.....	29
2.2. THE VISION OF INTERNATIONALIZATION	29
2.3. BASIC VALUES	29
3. STRATEGY DEVELOPMENT	29
3.1. STRATEGIC OBJECTIVES AND TARGETS WITH AN INTERNATIONAL PERSPECTIVE	30
3.2. UNITS RESPONSIBLE FOR TARGETS AND COOPERATION.....	31
3.2.1 Human Resources in International Activities	31
3.3. FOREIGN LANGUAGE LEARNING AND CULTURAL DEVELOPMENT.....	32
3.4. LOGISTIC SUPPORT AND ORGANIZATIONAL PLANNING	33
3.5. BENEFICIARY CHOICES.....	34
3.6. CERTIFICATION and RECOGNITION	34
3.7. PARTNERSHIPS, CONSORTIUMS AND NETWORKS.....	34
3.7. PARTNERSHIPS, CONSORTIUMS AND NETWORKS.....	34
3.8. INTERNATIONALIZATION ACTION PLAN / TARGET CARDS	36
4. MONITORING AND EVALUATION	47
5. DISSEMINATION.....	47
5.1. DISSEMINATION	48
5.2. USE OF PROJECT RESULTS AND SUSTAINABILITY PLAN.....	48

ABBREVIATIONS

EU	European Union
R&D	Research and development
BTK	Baku Tbilisi Kars Project
DEMUHDER	Railway Engineers Association
DTI	Railway Train Operator
EDESM	Eskisehir Railway Training and Exam Center Directorate
ETCS	European Train Control System
ERTMS	European Railway Traffic Management System
EMS	Safety Management System
SWOT	Strengths-Weaknesses, Opportunities and Threats
MANLY	UIC Middle East Railway Training Center
OTIF	Intergovernmental Organization for International Carriage by Rail
TEN-T	Trans-European Transport Network
TITR	Trans-Caspian International Transport Route International Association
TCDD	Republic of Turkey State Railways Administration
TCDD Transportation Inc.	Republic of Türkiye State Railways Transportation Joint Stock Company
TRACECA	Transport Corridor Europe-Caucasus-Asia
TSI	Technical Specification for Interoperability
UIC	International Union of Railways
YHT	High Speed Train

INTERNATIONALIZATION STRATEGY PLAN AT A GLANCE

INTERNATIONAL MISSION

To cooperate in the application of international railway standards and technologies to Turkish legislation by following the international “Latest technology”.

THE VISION OF INTERNATIONALIZATION

To provide railway engineers with the opportunity to develop multi-faceted talents with international projects and mobility in order to create a creative and visionary railway market in Turkey.

BASIC VALUES

- Safety,
- Stakeholder focus,
- Engineering, Technology
- quality and efficiency,
- global awareness,
- Continuous development and innovation,
- Sustainability and environmental awareness,
- Social and ethical responsibility,
- Member satisfaction.

AIMS AND GOALS

OBJECTIVE 1. Globalizing DEMUHDR in the fields of railway vocational and technical education and consultancy

Target 1.1. Researching, developing and qualifying the necessary infrastructure in order to be the training provider of the sector.

Target 1.2. Conceptual design of qualification programs abroad, development and implementation of digital learning.

Target 1.3. Managing training offers to new stakeholders of the sector (for the transport and logistics sector) along with a qualification needs analysis.

Target 1.4. Managing, designing and organizing worldwide qualification programs for management and staff (technical, operational and commercial experts as well as young professionals or apprentices) in Europe and other countries.

Target 1.5. Developing foreign language/language competencies of engineer trainers and learners.

OBJECTIVE 2. Harmonization, implementation and development of railway safety management systems in line with European railway safety directives.

Target 2.1. Examining EU safety management systems for crisis communication, incident and near miss analysis.

Target 2.2. Contributing to Safety culture by receiving European Railway Traffic Management System (ERTMS/ETCS) trainings on site within the interoperability specifications (TSI).

Target 2.3. Development of rulebooks and regulations for common rail systems.

OBJECTIVE 3. Promoting global citizenship in multicultural environments by co-operating and working organizations in Europe to network with railway systems experts.

Target 3.1. To trigger our existing international strategic partnerships to make them more dynamic and to establish new international collaborations.

Target 3.2 To encourage and support international mobility for management, staff and pre-employment apprentices in Europe and other countries, to organize on-the-job training and internship programs.

Target 3.3. First of all, to ensure the dissemination of intercultural awareness within DEMUHDR and its sphere of influence.

INTRODUCTION

Railway Engineers Association (DEMUHDER) strives to increase the attention of all railwaymen at the international level through internationalization and at the same time to strengthen the international orientation within the association. Our country's railways, which have close economic and commercial relations with the EU and are a transit country between Asia-Europe (Middle Corridor, TEN-T, TRACECA and VIKING corridors), have to comply with the legislative and technical regulations such as the "Interoperability (TSI)" EU directives. . However, with its new projects in the modernization process, it focused on creating a culture of open authority for international companies, and an effort was made to convey an intercultural worldview to all its employees.

DEMUHDER; tries to shape the concept of world integration. It encourages its members and all railroaders in its sphere of influence to become responsible leaders in rail culture, rail policy, the rail industry and rail vocational training. It takes into account the general goal of being internationally recognized and directs its human resources. It aims to follow international railway developments and adapt them to national railways.

With this vision, our Internationalization Strategy has been prepared in line with and in reference to DEMUHDER's strategic plans, complementing the objectives in these strategic plans.

The majority of its members are TCDD and TCDD Taşımacılık A.Ş. It is one of the biggest actors of the sector, working within its body and representing its 167-year-old repertoire. Our Association, which aims to provide coordination among engineers working in the rail systems sector, to assist the professional development of engineers, and to ensure the development of the needs related to railway vocational education in the center of science, TCDD and TCDD Taşımacılık A.Ş. It is in the formation of a consortium that has established strong partnerships with In this context, in line with the targets set in the internationalization strategy, the EU Erasmus 2021-2027 period Erasmus Vocational Education Accreditation was applied, and the vocational and technical training needs of railway engineers and possible collaborating partners were combined in 11 basic objectives and their overseas mobility was planned.

Internationalization Working Team

INTERNATIONALIZATION STRATEGY PREPARATION PROCESS

Our Internationalization Strategy planning process started with the establishment of the Internationalization Team after the Erasmus 2021-2027 accreditation call was announced. The following people took part in this working team.

Erasmus Projects Coordinator	: Sabri EKREM
Quality Manager/Specialist	: Çağdaş Görgülü
Foreign Language Planning Specialist	: Kamil ESEN
EU Erasmus Project Specialist	: Cihan DAYANGAÇ

The internationalization working team held a series of meetings at regular intervals during this period. In these meetings, basic methodology, basic strategies, action plans etc. will be discussed. They have determined a framework plan on the issues.

Meetings were held with the National Agency. In the meetings, information about EU Erasmus Projects was obtained with the National Agency Vocational Education Coordinator and field experts, and in this new period, new types of "Small-Scale Strategic Partnership" type projects were applied and 2 of our projects were entitled to receive grants.

Based on the existing plans in the mission and targets of DEMUHDER, revisions were made to these plans with an internationalization perspective. Action/process cards were created by defining activities in line with the goals and objectives clearly stated in these documents.

1. SITUATION ANALYSIS

1.1. CORPORATE HISTORY

DEMUHDER; was established in Ankara in 2010 with the aim of providing coordination among engineers working in the railway sector, assisting the professional development of engineers, following international railway developments and adapting them to national railways, and ensuring the development of the national railway sector in the center of science.

Since the day it was founded, our association has been participating in fairs such as Inno Trans and Eurasia Rail, following international railway developments and continuing to establish networks with national and international organizations.

1.2. PAST EXPERIENCES WITHIN THE SCOPE OF INTERNATIONALIZATION STRATEGY

DEMUHDER carries out international cooperation with the international organizations of which it is a member and the institutions and organizations of the countries with which it has bilateral relations.

The first start of internationalization activities started in 2020 with the EU Erasmus Strategic Partnership KA2 project “High-Speed MAPDaR (High Speed Train Maintenance Profession is Defined and Recognized)” prepared by the DEMUHDER Internationalization working team. Mutual cooperation agreements were signed with UIC, HDZI and Certifer in 2021. In 2021, the “Vocational Network for Railway Engineers” (Rail-Ing Network) Project, prepared by the “Association of Railway Engineers” in the Erasmus Vocational Education Strategic Partnerships project type and supported by the Turkish National Agency of the EU Presidency, was entitled to receive a grant. In this process, a dialogue was established with the European Union of Railway Engineers (UEEIV) and negotiations were started for membership processes to the union. The Skors (Skills on Rail System) Project, which was applied for in the 2022 call period, received a passing grade and was awarded by the National Agency.

Our association members also work with TCDD and TCDD Taşımacılık A.Ş. It also carries out many international education and R&D projects in IPA, HORIZON, Erasmus+ and similar programs in its institutions.

International R&D Projects Conducted:

- » IN2TRACK (Research on the Development of Railway Lines, Truss and Structures)
- » IN2SMART (Intelligent Maintenance of Railway Assets with Rational and Innovative Methods Using Integrated Technologies)
- » IMPACT-2 (Decisive Monitoring for New Approaches in Seamless Integration of Different Transportation Models Chain)

International education projects and collaborations;

It cooperates with many EU countries that have a say in the field of railway transportation such as Germany, Italy, Spain, France. Mutual vocational training and development programs are organized within the framework of the Memorandum of Understanding signed between DEMUHDER and the railway organizations and unions of the EU Countries.

Our Association “Internationalization Working Team” has been involved in many strategic partnership and mobility projects within the framework of Erasmus+ program such as DEPRAS, RAILVET, ABDEYS, RAILS SAFE-TR, DEM-Rail -PSS, Digi Rail VET, DEM-SaCROS.

SOME OF OUR POTENTIAL PARTNERS AVAILABLE DURING THE ACCREDITATION PERIOD AND EU PROJECTS CARRIED OUT THROUGH LEONARDO DA Vinci -LLP AND ERASMUS+ CHANNELS, USED AS TCDD/EDUCATIONAL DEPARTMENT SINCE 2003

FIRST NAME	DATE	ITS NUMBER	PROJECT PARTNERS
MAINLINE (Maintenance, Renewal and Improvement of Rail Transport Infrastructure to Reduce Economic and Environmental Impacts)	2011-2014	European Union's Seventh Framework Program [FP7/2007-2013].	UIC: UNION INTERNATIONALE DES CHEMINS DE FER/ France https://cordis.europa.eu/project/id/285121
SPECTRUM (Solutions and Processes to Enhance the Competitiveness of Transport by Rail in Unexploited Markets)	2011-2015	European Union's Seventh Framework Program FP7-SST-2010-RTD-1 Grant agreement ID: 266192	UNIVERSITY OF NEWCASTLE UPON TYNE/ United Kingdom https://cordis.europa.eu/project/id/266192
CAPACITY4RAIL (Towards an affordable, resilient, innovative and high-capacity European Railway System for 2030/2050)	2013-2017	European Union's Seventh Framework Program FP7-SST-2010-RTD-1 Grant agreement ID: 605650	UIC: UNION INTERNATIONALE DES CHEMINS DE FER/ France https://capacity4rail.eu/participants
RESTRAIL (Reduction of Suicides and Trespasses on RAILway property)	2011-2014	FP7-TRANSPORT FP7-SEC-2010-1 Grant agreement ID: 285153	UNION INTERNATIONALE DES CHEMINS DE FER/France https://cordis.europa.eu/project/id/285153
SECUR-ED (Secured Urban Transportation – European Demonstration)	2011-2014	FP7-TRANSPORT FP7-SEC-2010-1 Grant agreement ID: 261605	THALES SIX GTS FRANCE SAS/ France https://cordis.europa.eu/project/id/261605

SOME OF OUR POTENTIAL PARTNERS AVAILABLE DURING THE ACCREDITATION PERIOD AND EU PROJECTS CARRIED OUT THROUGH LEONARDO DA Vinci -LLP AND ERASMUS+ CHANNELS, USED AS TCDD/EDUCATIONAL DEPARTMENT SINCE 2003

FIRST NAME	DATE	ITS NUMBER	PROJECT PARTNERS
NeTIRail-INFRA (Needs Tailored Interoperable Railway)	2015-2018	Horizon 2020 Societal Challenges - Smart, Green And Integrated Transport Grant agreement ID: 636237	THE UNIVERSITY OF SHEFFIELD/ United Kingdom https://cordis.europa.eu/project/id/636237
Shift2Rail	2014-2020	Horizon 2020 Societal Challenges - Smart, Green And Integrated Transport	EUROC Consortium
DEPRAS (Developing Educational Program for Railway Systems and Technologies)	2005-2007	TR-05-BF-PP-178 019	FGC Ferrocarrills De La Generalitat De Catalunya Spain SIOV (The State Institute Of Vocational Education And Training) Slovakia UIC : International Union Of Railways France
RAILVET (Railway Operation in Ecvet)	2010-2012	511005-2010-LLP-TR-LEONARDO_LMP	International Union of Railways (UIC) France Nautica San Giorgio Italy National Institute of Vocational Education and Training of Czech Republic and Slovakia. Czech Republic and Slovakia
RAILSAFE (European Transfer Model for Rail Welding Personnel Qualification and Certification in TURKEY)	2013 - 2015	2013-1-TR-LEO05-47537	TWI (UK Welding Institute) EWF (European Welding Federation/ Portugal) Stichting Nederlands Instituut voor Lastechniek(NIL) (Netherlands)
ABDEYS (European Union Railway Safety Management Systems Investigation Project)	2015	2014-2-TR01-KA102-001609	Administrador de Infraestructuras Feroviarias (Spain)

SOME OF OUR POTENTIAL PARTNERS AVAILABLE DURING THE ACCREDITATION PERIOD AND EU PROJECTS CARRIED OUT THROUGH LEONARDO DA Vinci -LLP AND ERASMUS+ CHANNELS, USED AS TCDD/EDUCATIONAL DEPARTMENT SINCE 2003

FIRST NAME	DATE	ITS NUMBER	PROJECT PARTNERS
DEM-Rail -PSS (Development of Education Modules for Railway Passenger Service Systems)	2017	2017-1-TR01-KA202-046496	EACE - European Academy of Certified Education gmbH (Germany) UK-Certified Knowledge Association (UK) Centro Internazionale Per La Promozione Dell'educazione E Lo Sviluppo Associazione (Italy)
Digitalizing on Railway Training DigiRail (VET)	2020	2020-1-TR01-KA226-VET-097591	Republic of Turkey State Railways Administration TCDD Transportation Inc. CERTIFER SA (France) Faculty of Transport and Traffic Sciences of the University of Zagreb (Croatia)
High Speed Train Maintenance Profession Defined and Recognized (High-Speed MAPDaR)	2020	2020-1-TR01-KA202-093309	TCDD Transportation Inc. (Türkiye) Çınarlı Vocational and Technical Anatolian High School (Türkiye) Certifer SA (France) TCTeam (Germany) Certified Knowledge Association - UKCKA (UK)
Development of Education Modules for Safety Critical Railway Operation Systems (DEM-SaCROS)	2020	2020-1-TR01-KA202-093028	Eskisehir Technical University (Turkey) State Railways of the Republic of Turkey (Turkey) Leading Technology Development (Turkey) University of Pardubice (Czech) BEST Institut für berufsbezogene Weiterbildung und Personaltraining GmbH (Austria) Uk-Certified Knowledge Association (UK)
Vocational Network for Railway Engineers” (Rail-Ing Network)	2021	2021-1-TR01-KA210-VET-000034546	Certifer Aebt (Germany) Hrvatsko društvo željezničkih inženjera - HDŽI (Croatia)
Skills on Rail Systems (SKoRS)	2022	2022-1-TR01-KA210-VET-0000811282	ICterra Information and Communication Technologies Industry and Trade Anonymous Company (Türkiye) Technical Content Team (Germany)

1.3. ANALYSIS OF TOP POLICY DOCUMENTS FROM THE PERSPECTIVE OF INTERNATIONALIZATION

The EU aims to operate national railway systems in line with the rules and principles of interoperability (TSI). In this context, National Policies have been developed within the framework of European Union harmonization laws and the policies taken as reference within the scope of the project are listed below.

TOP POLICY DOCUMENT	RELATED SECTION/REFERENCE	ASSIGNED TASKS/NEEDS
EUROPEAN UNION DIRECTIVES	2007/59/EC Certification of Train Drivers Operating Locomotives and Trains	This Directive lays down the requirements and procedures for the certification of train drivers operating locomotives and trains in the railway system in the Community. It specifies the duties for which the competent authorities of States, train drivers and other stakeholders in the industry, in particular railway undertakings, infrastructure managers and training centres, are responsible.
	2008/57/EC Interoperability Directive	This Directive lays down the conditions that must be met to ensure interoperability within the Community rail system in line with the provisions of Directive 2004/49/EC. These requirements relate to the professional qualifications and health and safety requirements of personnel involved in the design, construction, commissioning, upgrade, refurbishment, operation and maintenance of parts of this system and its operation and maintenance.
	2004/49/EC Railway Safety Directive	This Directive describes the development of common safety objectives and common safety methods for the development and improvement of safety on Community railways.
	2001/14/EC Directive on Allocation of Railway Infrastructure Capacity and Use of Railway Infrastructure	This Directive provides for technical standardization on the allocation of railway infrastructure capacity and the charging of fees for the use of railway infrastructure and safety certificates.
	2004/51/EC Community Railway Development Directive	This Directive explains the rules and principles for capacity building by standardizing Community railways technically and administratively.
	2001/16/EC Trans-European Conventional Rail System Interoperability Directive	This Directive aims to set out the conditions that must be met in order to ensure interoperability of the Trans-European conventional rail system within the Community area. It describes contributing to the progressive creation of the internal market for equipment and services for the construction, refurbishment, improvement and operation of the trans-European conventional rail system.

TOP POLICY DOCUMENT	RELATED SECTION/REFERENCE	ASSIGNED TASKS/NEEDS
ELEVENTH DEVELOPMENT PLAN	2.2.1.1.6. Digital Transformation	344.4. A portal including the digital transformation sample application library will be created to enable businesses to access information and tools such as technology solutions, good practices, use cases, training materials, standards, guide documents and self-assessment tools for digital transformation, including benefits and costs. Sharing of digital transformation case studies at sector and company level will be encouraged.
	2.2.1.2. Priority Sectors	332. The quality of the existing workforce will be increased in priority sectors, and priority will be given to training human resources that can work in these sectors.
	2.2.1.2.6. Rail System Vehicles	332.1. Employees working in priority sectors will be supported to obtain a professional qualification certificate.
		332.6. Training programs that large companies will organize for their suppliers in the training units to be established within their bodies will be encouraged.
		332.7. Employment incentives will be developed to further encourage qualified employment in priority sectors.
		332.9. Cooperation with the relevant sectors will be carried out in order to train the qualified workforce that international investors need in priority sectors.
		389.7. Training programs will be created to meet the needs of project managers, system managers, system engineers and design engineers who will take part in the design, development, production, testing and certification processes of rail system vehicles.
		511.3. Maintenance-repair activities in railway infrastructure and rolling stock will be improved, and an asset management system based on the concept of preventive maintenance will be established.
		515. In rail passenger transport, service quality will be increased by consumer-oriented demand management and modern train management; fast, safe, secure and comfortable railway transportation will be established.

ELEVENTH DEVELOPMENT PLAN

TOP POLICY DOCUMENT	RELATED SECTION/ REFERENCE	ASSIGNED TASKS/NEEDS
ELEVENTH DEVELOPMENT PLAN	2.2.3.8. Logistics and Transport	515.1. Safety standards in railway transportation will be increased, level crossings will be controlled, and barrier-free transportation opportunities will be increased at stations and stations.
		835. The most advantageous mode of transportation will be determined at suitable volumes and distances in transportation corridors, and maritime and railway transportation will be encouraged in this context, and combined transportation opportunities will be developed. Priority will be given to transportation systems that ensure energy efficiency, clean fuel and environmentally friendly vehicle use.
		845. Technical and administrative interoperability arrangements for ensuring uninterrupted and harmonious railway transportation with Europe will be harmonized.
		430.4. The modernization of vocational and technical education workshops, the establishment of design and skill workshops, and the improvement of quality at all levels of education will be other prominent areas.
		553.9. The content of in-service trainings will be renewed in line with the current needs of teachers and school administrators, and in-service training in vocational and technical education will be carried out in business environments.
	2.3 Qualified People, Strong Society	559.3. In line with the demands of the sector and the developing technology, the curricula of the fields and branches in vocational and technical education will be updated.
	2.3.1. Education	559.6. In order to meet the need for qualified manpower, the link between vocational and technical education and the labor market will be strengthened.
		559.9. Cooperation protocols between vocational and technical education institutions and the sector will be increased.
		559.14. National occupational standards and qualifications, which form the basis of vocational education programs, examination and certification activities, will be updated and their number will be increased.

TOP POLICY DOCUMENT	RELATED SECTION/ REFERENCE	ASSIGNED TASKS/NEEDS
ELEVENTH DEVELOPMENT PLAN	2.3.2. Employment and Working Life	566. Vocational training courses and on-the-job training programs will be structured to flexibly acquire digital competencies and skills in order to train the workforce that will meet the needs that will arise within the framework of digital transformation.
	2.5.2.4. Human Resources in the Public	806.1. Digital skills of public personnel will be developed and their adaptation to digital transformation and technological developments will be ensured. 806.2. In-service training programs aimed at increasing the quality of public personnel will be established and carried out regularly, and training programs aiming to provide management skills to personnel at all levels will be developed. 806.3. In-service training will be transformed into an easily accessible structure by using distance education systems that increase the professional and basic skills of public employees.
Ministry of Transport and Infrastructure 2019-2023 Strategic Plan	Türkiye Transport and Communication Strategy → 3.2.3 Railroad For the Industry Strategic Goals and Suggestions	An environmental management system and unit will be established in railways. The concept of Green Railway Green Stations will be placed. Noise maps will be drawn on railway transportation routes, especially in city centers, and noise-reducing arrangements will be made together with local governments. All kinds of environmental pollution resulting from railway construction, operation and maintenance and repair activities will be controlled. Necessary measures will be taken to eliminate the shortage of expert personnel and active personnel, and personnel training will be improved.
	H1.2.	To expand the railway network and urban rail systems in a way that is high standard, safe and meets the needs of the country.
	H6.4.	To increase the competence of the staff.

1.4. PRODUCT AND SERVICE ANALYSIS WITH FIELDS OF ACTIVITY

TOP POLICY DOCUMENT	RELATED SECTION/ REFERENCE	ASSIGNED TASKS/NEEDS
DEMUHDER	Establishment Purpose	Demuhder; was established in Ankara in 2010 with the aim of providing coordination among engineers working in the railway sector, assisting the professional development of engineers, following international railway developments and adapting them to national railways, and ensuring the development of the national railway sector in the center of science.
	Vision	To provide a versatile development opportunity to railway engineers in order to create a creative and visionary railway market in Turkey.
	Mission	To cooperate in the application of international railway standards and technologies to Turkish legislation by following the international “Latest technology”.
	Goals	<p>To follow railway technologies and developments at national and international level, to publish relevant events and to support the application and production of the highest technology in Turkey,</p> <p>Building bridges between universities, public institutions and private actors,</p> <p>Organizing events such as courses, seminars, training, workshops, conferences and discussion tours.</p>

Fields of Activity	Product Services
Vocational Education	UH1 To conduct training activities such as courses, seminars, symposiums, conferences and panels
	UH2 To provide all kinds of technical tools and equipment, fixtures and stationery in order to provide a healthy working environment,
	UH3 Engaging in international activities, being a member of associations or organizations abroad, and collaborating or cooperating with these organizations on a project basis
	UH4 Without prejudice to the provisions of the Law No. 5072 on the Relationship of Associations and Foundations with Public Institutions and Organizations, to carry out joint projects with public institutions and organizations in their field of duty.
	UH5 Creating platforms to achieve a common goal with other associations or foundations, unions and similar non-governmental organizations
	UH6 To establish a Research Center in order to carry out professional research for the development of railways, to increase their service, quality and efficiency, to create a data bank, to collect and use information,
	UH7 To follow up and announce the developing rail transportation technologies in the world and to make joint studies with universities, public and private institutions at home and abroad in order to use and produce similar technologies in our country.
	UH8 To obtain all kinds of information, documents, documents and publications necessary for the realization of the purpose, to establish a documentation center, to publish publications such as newspapers, magazines, books, and to distribute to its members in line with its objectives, to issue study and information bulletins.

Fields of Activity	Product Services
Social services	UH9 To establish and furnish social and cultural facilities so that its members can benefit and spend their spare time
	UH10 Meetings, concerts, balls, theaters, exhibitions, sports, excursions and entertaining events etc. in order to maintain and develop the relationship between its members. to organise,
	UH11 To provide all kinds of cultural and social solidarity among the members in accordance with the traditions in the face of natural disasters, death, illness and similar situations, and the difficulties that arise during traditional ceremonies,
	UH12 To come together with associations operating for the same purpose and unite under the roof of a federation or confederation.
Investment	UH13 Purchasing all kinds of movable-real estate, fixtures in order to realize the objectives of the association,
	UH14 To establish and operate economic, commercial and industrial enterprises in order to provide the income it needs,

1.5. STAKEHOLDER ANALYSIS

The views of the parties with which DEMUHDER interacts on the strategic plan have been taken into account. By shaping the services in line with the needs of the beneficiaries, our Strategic Plan will be embraced by the stakeholders and thus the level of success will be increased.

Identification, Prioritization and Evaluation of Stakeholders

Our internal and external stakeholders were identified, prioritized and evaluated at the meetings held with the Internationalization Strategy Planning Team.

Stakeholders	Stakeholder Type ¹	Impact ²	Importance ³	priority ⁴	Approach ⁵
Presidency of the Republic of Turkey	S0	5	2	Y	I
Ministry of Transport and Infrastructure	S0	3	4	Y	CB
Railway Train Operators	S0, T0, M	5	4	Y	CB
Railway Infrastructure Operators	S0, T0, M	5	4	Y	CB
Local Authorities	T0, S0	4	3	Y	WG
Vocational Education Institutions and Universities	T, S0	4	4	HE	BC, CG
Railway Contractors Goods and Services Providers	T0, M	4	5	Y	BC, CG
OSBs	S0, M	3	3	HE	WG
Members, Employees	C	5	5	Y	BC, CG
Non-Governmental Organizations	S0, T0	4	4	HE	I, BC
UIC and ERA	S0, T0	4	one	HE	I, BC
International Railway Train Operators	S0, M	4	2	Y	I, BC
International Railway Infrastructure Operators	S0, M	4	2	Y	I, BC

¹ Stakeholder Type: Client-C, Strategic Partner-S0, Key Partner-T0, Employee-O, Supplier-T

² Impact: Stakeholder's impact on the Association (1-Low, 3-Medium, 5-Large)

³ Importance: Impact of the association on the stakeholder (1-Low, 3-Medium, 5-Great)

⁴ Priority: High-Y, Mid-O, Low-D

⁵ Stakeholder Approach: Inform-B, Work Together-WG, Follow-I, Include in Their Work and Observe Their Interests-WG

Fields of Activity	Vocational Education								Social services			Investment	
Product Services	UH1 (Course, seminar, training)	UH2 (providing technical tools and equipment)	UH3 (International activity, project)	UH4 (project with public institutions and organizations)	UH5 (joint platform with non-governmental organizations)	UH6 (establishing a Research Center)	UH7 (Following the developing rail transportation technologies in the world, joint work)	UH8 (documentation center, newspapers, magazines, books for its purposes to announce its work)	UH10 (meetings with members, concert, ball, theater, exhibition)	UH11 (providing all kinds of cultural and social solidarity among the members)	UH12 (come together with associations and unite under the roof of a federation or confederation)	UH13 (buying real estate, fixtures)	UH14 (establishing and operating economic, commercial and industrial enterprises)
Stakeholders				✓	✓	✓			✓				
Presidency of the Republic of Turkey				✓	✓	✓			✓				
Ministry of Transport and Infrastructure	✓		✓	✓		✓	✓	✓					✓
Railway Train Operators	✓		✓	✓		✓	✓	✓					✓
Railway Infrastructure Operators	✓		✓	✓		✓	✓	✓					✓
Local Authorities	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓
Vocational Education Institutions and Universities	✓	✓	✓	✓		✓	✓	✓		✓			✓
Railway Contractors Goods and Services Providers	✓	✓	✓			✓	✓	✓				✓	✓
OSBs	✓	✓	✓			✓	✓	✓				✓	✓
Members, Employees	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		
Non-Governmental Organizations	✓		✓		✓	✓	✓	✓	✓	✓	✓		
UIC and ERA will be added	✓		✓		✓	✓	✓	✓			✓		
International Railway Train Operators	✓		✓	✓		✓	✓	✓					✓
International Railway Infrastructure Operators	✓		✓	✓		✓	✓	✓					✓

STAKEHOLDER-PRODUCT/SERVICE MATRIX

1.6. ASSOCIATION INTERNAL ANALYSIS

The name of the association is “Association of Railway Engineers”. His Short Name will be referred to as “Demühder”. The headquarters of the association is in Ankara. The Association may open branches abroad and within the country.

The aim of the association is to provide professional, cultural and social solidarity among the members within the framework of the provisions of our Constitution, to help the members to be beneficial to Turkish railways in unity and solidarity, to carry out social, professional and cultural studies with the aim of providing a safe and happy future for themselves.

Natural persons and legal entities who have graduated from Engineering Departments or Architecture Faculties of Universities or who are still continuing their education in Universities Engineering Departments or Architecture Faculties, who have the capacity to act and whose association membership is not prohibited, have the right to become members.

1.6.1. ORGANIZATION

Mandatory Organs of the Association; “General assembly”, “Board of directors”, “Board of supervisors”.

The general assembly is the most authorized decision-making body of the association; from registered members of the association; occurs.

General Assembly;

1-Ordinary at the time specified in the statute of the association,

2- In cases deemed necessary by the board of directors or supervisors or upon the written request of one-fifth of the members of the association, it convenes extraordinarily within thirty days.

The Ordinary General Assembly convenes every 3 years, in April, on the day, place and time to be determined by the board of directors. The general assembly meeting is called by the board of directors. If the board of directors does not call the general assembly for a meeting; Upon the application of one of the members, the magistrate assigns three members to call the general assembly for a meeting.

The board of directors is elected by the general assembly as seven principal and seven substitute members. The board of directors determines the chairman, vice chairman, secretary, treasurer and member by making a decision at the first meeting after the election. The board of directors can be called to a meeting at any time, provided that all members are notified. It convenes with the presence of one more than half of the total number of members. Decisions are taken by the absolute majority of the total number of members attending the meeting.

The Supervisory Board consists of three principal and three substitute members elected by the general assembly until the next general assembly. It is possible for the person whose term of office expires to be re-elected. If there is a vacancy in the original membership of the supervisory board due to resignation or other reasons, it is obligatory to call the substitute members for duty according to the order of the majority of votes received in the general assembly.

1.7. SECTORAL ANALYSIS

Considering the 2023 targets of our country and the statistics of road and port, it can be seen that the figures are upwards in terms of passenger and freight movements. Apart from this, the existence of the new railway line constructed between Asia and Europe makes Turkey an important part of the transportation axes. Within the scope of this section, trend and structure analyzes of the sector are included and future evaluations related to the sector are made.

1.7.1. Sectoral Trend Analysis from the Perspective of Internationalization (PESTLE Analysis)

With this method, external political, economic, socio-cultural, technological, legal and environmental factors that are or may be effective on DEMÜHDER have been determined; The changes and trends that affect or may affect the Turkish Railway Sector have been classified.

The findings obtained with the PESTLE Analysis were used in the development of strategies by determining the determinations and needs. The PESTLE Analysis was made using the results of the opportunities and threats study.

PESTLE MATRIX

FACTORS	Detections (Factors/ Problems)	Opportunity	Threatening	What should be done?
POLITICAL	Increasing railway investments by a large amount compared to previous years	x		Completion of the investments in the planned time Expenditure of all the appropriations given to the Organization for the investment Using and shaping public resources in the right investments
	Increasing incentives and supports within the scope of industry cooperation programs and ensuring the development of domestic technology	x		zEncouraging the R&D studies of the public and private sectors in the railway sector, increasing the participation of the railway sector in sectoral-based clustering studies
	The liberalization of railway transportation and its opening to private companies	x		Implementation of secondary legislation as soon as possible
	The work of the subgroups of the World Trade Organization to facilitate trade	x		Implementation of action plans
	Giving importance to high-speed train management in passenger transportation as a state policy	x		Expanding the high-speed train operation in a way that will meet the standards
	The development of the national railway industry by supporting domestic and national production	x		Encouraging more R&D studies Implementation of the railway institute
ECONOMIC	The positive attitude of international financial institutions to the financing of railway projects	x		Promotional activities of railway infrastructure projects to international financial institutions should be carried out.
	Investments to be made in international freight transport corridors cannot be found in Turkey		x	Prioritizing investments in the international corridor

FACTORS	Detections (Factors/ Problems)	Opportunity	Threatening	What should be done?
ECONOMIC	It is in an advantageous position in railway transportation due to its position as a bridge between Asia and Europe.	x		Immediate completion of the ongoing and project phase investments on the east-west axis
	Turkey's becoming a logistics base of its region thanks to its geopolitical position	x		Commencement of implementation of the transportation master plan and logistics master plan, which are about to be completed
	Benefiting from EU IPA funds thanks to its geopolitical position	x		Projects that will be covered by EU IPA funds should be produced
SOCIAL / CULTURAL	Railways to be a fast, safe and comfortable mode of transportation.	x		Building promotional activities on this strength
	Increasing social and cultural mobility in the city where railway investments reach	x		Turning the stations into an attraction point with this mobility
TECHNOLOGICAL	Providing fast, safe and comfortable service of railways	x		Promoting these advantages in order to increase the use of railways, conducting R&D studies
	Cooperation and coordination in the international transport sector in the context of technology	x		Application of technological developments in the world in Turkey
	The emergence of technologies such as solar energy in rail transport		x	Follow-up of the relevant technology and dissemination in Turkey according to the feasibility status with international collaborations
ENVIRONMENT	Positive developments in clean energy and domestic energy consumption with the electric system for our country, which is based on oil imports.	x		Providing potential for the use of renewable energy resources (facility, land, etc.)
	Turkey's location in a suitable geography in terms of renewable energy resources	x		Use of alternative energy sources in railway operation
	Having a diesel business		x	Making the lines suitable for electric operation throughout Turkey, developing towing vehicles working with alternative energy sources.
LEGAL	Obligation to comply with European standards in order to be included in the common traffic system (European Union Common Operating Rules)	x		TİMS Project (classification of trains, modularity, taking decisions with a modular system focus)
	Knowledge and authority in certification processes are in the hands of foreigners		x	Investing in technology and developing domestic certification strategies together with research centers and universities

1.7.2. SWOT Analysis from the Perspective of Internationalization

SWOT DETECTIONS			
INTERNAL ENVIRONMENT		EXTERNAL ENVIRONMENT	
Strengths	Weaknesses	Opportunities	Threats
G1 : HT, YHT lines are preferred over road transport in the same corridor	Z1 : Inadequacy of the railway network compared to the road network	F1 : International financial institutions' positive approach to the financing of railway projects	T1 : Failure to create simultaneous alternative corridors in Turkey for investments to be made in international freight transport corridors
G2 : Owning a road machinery park suitable for new technology	Z2 : Inability to use the logistics centers at full capacity	F2 : Our country is in an advantageous position in the field of railway transportation due to its position as a bridge between the continents of Asia and Europe.	T2 : Not being at the desired level in the development of railway technology in our country
G4 : Having a wide experience and knowledge in railway infrastructure and train management	Z5 : TCDD and TCDD Taşımacılık A.Ş., where many of our members work. lack of career planning	F3 : Turkey's geopolitical position has the potential to become a logistics base for its region.	T3 : Bottlenecks in the regional and global economy
G5 : Development of infrastructure and train service suitable for speed and comfort	Z6 : Inability to determine the profitability and efficiency exactly as a result of not reflecting the costs to the prices exactly	F6 : Liberalization of rail transport	T7 : Investments made in transportation modes do not integrate with each other, compete with each other
G6 : Having a railway connection with important industrial establishments	Z8 : Dissatisfaction with the financial and social rights of the railway personnel and therefore our members	F8 : Being in a developing sector with the increase in foreign trade	T8 : The number of companies engaged in railway transport is not at the desired level

SWOT DETECTIONS			
INTERNAL ENVIRONMENT		EXTERNAL ENVIRONMENT	
G7 : Railways to carry out studies supporting domestic and national industry in cooperation with universities	Z10 : The lack of railway transportation at the desired point within the combined transportation	F10 : Providing uninterrupted connection of railway transportation between Europe and Asia	T11 : New railway construction challenge caused by adverse geographical conditions
G8 : Intermodal transportation with the advantage of the ports with railway connection	Z13 : Inability to use human resources efficiently and effectively	F12 : Development of railway transportation awareness	
G10 : Providing infrastructure services that will enable more economical, safe and environmentally friendly transportation by increasing the lines with signaling and electrification	Z15 : Failure to complete secondary legislation studies after restructuring	F13 : Increased safety awareness	
G13 : Strengthening cooperation with external stakeholders	Z17 : The R&D studies of the association are not at the desired level	F14 : Increasing importance given to renewable energy sources	
G14 : Existence of lines that allow urban transportation in the Rail Systems Sector	Z19 : Incomplete studies on the analysis of job descriptions, tasks and processes		
G15 : Connecting the logistics center and junction line	Z20 : Our association does not have a digital archive system		
G16 : Sector stakeholders and especially TCDD and TCDD Taşımacılık A.Ş. give importance to personnel training.	Z24 : Insufficient level of corporate risk management		

1.7.3. Findings And Needs

DETECTION AND NEEDS		
Situation Analysis Steps	Determinations	Needs
Top Policy documents Analysis / Legislation Analysis	Z15	Uncertainties should be eliminated by accelerating secondary legislation studies in line with the new situation.
	F6	Preparation and implementation of secondary legislation as soon as possible Monitoring and examining the feedback of companies that have the potential to enter the sector
Stakeholder Analysis	G14	Continuing existing and new collaborations in a way that takes into account the financial interests of our members and stakeholders
	F13	Examining European examples of new safety systems (ERTMS/ETCS) integrated into our national railway system, eliminating educational deficiencies and creating a safety culture.
	T8	Examining similar EU examples and conducting gap analyzes by closely following the expectations of DTI companies in the sector
	G7	Examining the examples for the international market by establishing strategic partnerships with the cooperation of universities and the private sector for the domestic production of railway vehicles and materials used in road construction and modernization.
	G13	Establishing a more effective communication network with external stakeholders in strategic decisions
	G6	The private sector should be more active in making junction line connections in order to provide railway connection to important freight centers.
Corporate Culture Analysis / Human Resources Competency Analysis	Z5, Z8	Transparent policies should be prepared and implemented for career planning and new generation cross-skills and digital competencies for existing human resources. However, Lobbying activities should be carried out by Demühder with relevant organizations in order to make improvements by taking into account the economic and social living conditions.
	Z24	For the corporate risk management of the sector, examples of external stakeholders should be examined and implemented with expert support.
	G4	Strengthening the sense of belonging to the institution through in-house activities and trainings, Transforming the knowledge and experience from TCDD's deep-rooted past into corporate culture

DETECTION AND NEEDS		
Situation Analysis Steps	Determinations	Needs
Technology and Informatics Infrastructure Analysis	Z17	Cooperation should be made with universities and international railway organizations
	Z20	After receiving the necessary training, a digital archive system should be established by making use of in-house human resources.
	T2, F14	Conducting R&D studies
	G10	Electrification of all lines by taking advantage of EU-supported funds in order to reduce transportation costs and increase freight transportation volume
Financial Resource analysis	G2	Modernization of existing machinery by making use of EU-supported funds in order to increase the existing machinery park numerically and technologically.
	T11	Constructing tunnels and viaducts, making use of EU-supported funds to reduce the slope, constructing large works of art and changing the route
Financial Analysis	F1	Better promotion of railway infrastructure projects to international financial institutions, providing new financial resources by making use of EU-supported funds
	T3	Directing existing resources to projects with fast return
Sectoral Analysis	Z1	The capacity of the railway network should be increased and intermodal integration should be ensured. Connecting new lines to the international railway network in accordance with EU standards
	G16	Establishment of a training and certification system in quality assurance for railway professions and maintenance processes in the post-restructuring sector
	Z10	Projects that will provide integration between transportation modes should be prioritized and done as soon as possible.
	F2	Railway investments, which are in the project phase and continue to be constructed on the East-West axis, should be completed immediately.
	F3	More efficient use of existing logistics centers should be ensured. Logistics centers to be built should be designed by positioning them in places that can be used effectively.

DETECTION AND NEEDS		
Situation Analysis Steps	Determinations	Needs
Sectoral Analysis	F8	Developing the infrastructure network, Connecting the places with high potential for freight transportation to the railway network with junction lines, Increasing logistics centers and making them use them effectively
	F10	Completion of the projects of Gebze-Haydarpaşa and Sirkeci-Halkalı lines, which will complete the Marmaray line, Starting to use the Marmaray line for freight transportation.
	F12	Public service announcements stating the benefits of railway transportation, Reflecting the advantages of the railway to the society over the disadvantages of other vehicles in order to increase the brand value of DEMUHDER Supporting culture and arts and sports activities such as festivals, films and sports in order to strengthen the image of railway transportation.
	T1	Support for prioritizing investments in the international corridor
	T7	Starting the implementation of the transportation master plan and the logistics master plan, which are about to be completed, encouraging railway transportation with tax policies, integrating the railway with other transportation modes as in its overseas counterparts, TCDD's motivation by the association to provide services in other transportation modes when necessary.
	G1	In terms of speed and economy, it becomes competitive by highlighting the dynamics of the sector and its strengths, examining the EU examples
	G5	Making investment plans according to needs prioritization in transportation corridors with passenger and freight movement potential
	G8	Making the necessary operational planning in terms of speed and economy of transfers between transportation modes

2. LOOKING TO THE FUTURE

2.1. INTERNATIONAL MISSION

To cooperate in the application of international railway standards and technologies to Turkish legislation by following the international "Latest technology".

2.2. THE VISION OF INTERNATIONALIZATION

To provide railway engineers with the opportunity to develop multi-faceted talents with international projects and mobility in order to create a creative and visionary railway market in Turkey.

2.3. BASIC VALUES

2.3.1. Safety,

2.3.2. Stakeholder focus,

2.3.3. Engineering, Technology

2.3.4. quality and efficiency,

2.3.5. global awareness,

2.3.6. Continuous development and innovation,

2.3.7. Sustainability and environmental awareness,

2.3.8. Social and ethical responsibility,

2.3.9. Member satisfaction,

3. STRATEGY DEVELOPMENT

To develop the knowledge, skills and abilities of the human resource, which is one of the most important resources of our Association, in the 2023-2029 period; Importance and priority will be given to developing and strengthening institutional capacity in order to improve business, methods and management processes.

3.1. STRATEGIC OBJECTIVES AND TARGETS WITH AN INTERNATIONAL PERSPECTIVE

Objective 1	A1. Globalizing DEMUHDR in the fields of railway vocational and technical education and consultancy
Goals	H1.1. Researching, developing and qualifying the necessary infrastructure in order to be the education provider of the sector .
	H1.2. Conceptual design of qualification programs abroad, development and implementation of digital learning .
	H1.3. Managing training offers to new stakeholders of the sector (for rail transport and logistics sector) together with qualification needs analysis.
	H1.4. Managing, designing and organizing worldwide qualification programs for management and staff (technical, operational and commercial experts as well as young professionals or apprentices) in Europe and other countries.
	H1.5. Developing foreign language/language competencies of engineer trainers and learners.
Objective 2	A2. Harmonization, implementation and development of railway safety management systems in line with the European Railway Safety directives.
Goals	H2.1. Examining EU safety management systems for crisis communication, incident and near miss analysis.
	H2.2. Contributing to the Safety culture by receiving European Railway Traffic Management System (ERTMS/ETCS) trainings on site within the Interoperability (TSI) specifications.
	H2.3. Development of rulebooks and regulations for common rail systems.
Objective 3	A3. Promoting global citizenship in multicultural environments by co-operating and working organizations in Europe to network with railway systems experts.
Goals	H3.1. To trigger our existing international strategic partnerships to make them more dynamic and to establish new international collaborations.
	H3.2 To promote and support international mobility for management, staff and pre-employment apprentices in Europe and other countries, to organize on-the-job training and internship programs.
	H3.3. Firstly To ensure the dissemination of intercultural awareness within DEMUHDR and its sphere of influence.

3.2. UNITS RESPONSIBLE FOR TARGETS AND COOPERATION

3.2.1 Human Resources in International Activities

“Responsible” units have been determined in order to achieve each of the 11 targets determined within the scope of the strategic plan studies. In cases where the determined targets are not related to only one unit, other units that need to contribute to the realization of the relevant target are also determined as units that will “cooperate” during the realization of the target. The units responsible for the relevant targets are shown in the Tables with the abbreviations “S” and the units that will cooperate with the abbreviations “I”.

UNITS WHO WILL BE RESPONSIBLE OR SUPPORT FOR THE REALIZATION OF THE OBJECTIVES					
TARGETS	UNITS				
	Internationalization Working Team	Board of Directors	Expertise Platform	Members	Rail Systems Sector Representatives (DTİ, Infrastructure Operators, etc.)
H1.1.	s	s	I	I	I
H1.2.	s	I	I	I	I
H1.3.	s	I	I	I	I
H1.4.	s	s	I	I	I
H1.5.	s	I	I	I	I
H2.1.	s	I	I	I	I
H2.2.	s	I	I	I	I
H2.3.	s	s	I	I	I
H3.1.	s	s	I	I	I
H3.2.	s	I	I	I	I
H3.3.	s	I	I	s	I

Q: Goal Achievement Unit

I: Unit to Support the Realization of the Goal

INTERNATIONAL COOPERATIONS AND NETWORKS TO BE RESPONSIBLE OR SUPPORT FOR THE REALIZATION OF THE OBJECTIVES

TARGETS	European Apprenticeship Pact (EAfA)	International Railway Association (UIC)	European Railway Agency (ERA)	Intergovernmental Organization for International Carriage by Rail (OTIF)	Railway Organizations with which a Mutual Cooperation Agreement has been signed (HDZI Croatian Association of Railway Engineers, CERTIFER etc.)
H1.1.	I	S	S	S	I
H1.2.	I	I	I	I	I
H1.3.	I	I	I	I	I
H1.4.	S	S	S	S	I
H1.5.	S	S	S	S	I
H2.1.	I	I	I	I	I
H2.2.	I	S	S	S	I
H2.3.	I	I	I	I	I
H3.1.	S	S	S	S	I
H3.2.	S	I	I	I	I
H3.3.	S	I	I	I	I

3.3. FOREIGN LANGUAGE LEARNING AND CULTURAL DEVELOPMENT

Demühder attaches special importance to training and development activities in order to ensure the sustainability of the performance of the association and the professional and individual development of its members. At Demühder, the development process is handled as a whole, and different development opportunities are offered, including training, in line with the needs and abilities of the members. Different training and development programs are organized within the framework of "Training needs analysis" prepared in this framework.

Demühder studies that emerged in line with the technical development needs, Foreign Language Support Application aimed at improving the foreign language levels of the members, domestic and international technical trips to get to know the best practices in Turkey and in the world, trainings, and development studies carried out at Demühder constitute an important part.

Continuity of progress made through EU Erasmus+ programs in the field of education and development; Different training solutions are also offered to transform the acquired knowledge, skills and competencies into knowledge, skills and behaviors that can be used throughout life.

The Foreign Language Support Program for members includes training activities aimed at improving professional foreign language and cultural development, as well as improving their foreign language skills. Within the scope of the said program; Taking into account the international projects and international cooperation opportunities, our members are constantly supported in foreign language learning. Foreign Language Support Program for Demühder members consists of three stages;

a) "Turkish Railway Academy (TCDD)" Online Foreign Language Learning, of which our members are also employees of our biggest stakeholders; are general online courses available to all members. At this stage, members who reach a certain level are taken to the final exam. Employees who are successful in the exam benefit from a vocational foreign language course.

b) Vocational Foreign Language Courses; these courses are purely speaking mainly in small groups. It is aimed to improve the language skills of the participants by spending more time with instructors whose native language is English or who have advanced foreign language knowledge.

c) International cultural and professional development programs (Erasmus+). Demühder members to be sent abroad for professional development are required to complete the first two stages of the "Foreign Language Support Program".

Foreign language and cultural development strategy for Demühder members summarized above; It is implemented for the purpose of globalization in the fields of railway vocational and technical education and consultancy. It is aimed that trainers and learners gain competence in the language proficiency they acquired before the mobility, together with the mobility. Erasmus + participants who will go abroad within the scope of long-term mobility will benefit from the EU Academy platform (Formerly Online Linguistic Support - OLS) to help them improve their language skills.

3.4. LOGISTIC SUPPORT AND ORGANIZATIONAL PLANNING

After the selection of the participants, the Internationalization work team will be authorized to meet the permit procedures, travel, accommodation, city transportation, airport transfer transactions and other logistics needs. The management of the association and the financial secretary will take an active role in these logistics and organizational processes. Passport and (if necessary) visa procedures for the participants will be done by the members themselves with the support of the internationalization strategy team. A contract will be signed with all our beneficiaries, stating their duties and responsibilities in the project (participation in preparation and dissemination activities, full participation in all activities during mobility, representation of the country, etc.) and their rights. With its foreign partners; Memorandums of Understanding (MoU) will be signed, which includes the program and all logistics issues, specifying quality commitments and mutually agreed matters.

All preparatory work will be monitored and managed by the Internationalization work team. All management and monitoring processes and file sharing will be followed with the data transferred to digital media.

With the acceptance of the projects, the final calendar of the project will be established with the preparatory meeting to be held with the foreign partners who will host the project. In addition, details such as travel, accommodation, local transportation, the date of transfer to the airport and how it will be carried out will be determined. Travel insurance and financial liability insurance will be provided for all individuals who will participate in their mobility abroad for the healthy conduct of the mobility and the safety of the groups.

Before each mobility project, a guide will be prepared and shared with the participants, including the mobility program, content, logistics information (airplane, train times, etc.), accommodation information, local transportation information, information of all participants and emergency telephones.

If deemed necessary, the project beneficiaries will be accompanied by experts determined by the Internationalization working team during the mobility. Foreign language proficiency and experience abroad will be prioritized in the selection of these specialists.

3.5. BENEFICIARY CHOICES

Before the selection of the participants in the projects, a foreign language determination exam will be held every year by the Internationalization work team for those who are on the participant candidate list. Participants whose language proficiency is sufficient as a result of the exam will immediately be included in the foreign language proficiency development program. In this program, technical terminology training will be given especially on the subject of mobility.

An “election commission” will be formed by operating a fair, impartial and transparent election process while the participant candidate list is being formed. Beneficiary selection criteria, which will be prepared specific to the type of activities to be carried out, will be determined before the activity takes place. Measurable criteria will be used in the selection of mobility participants. The following criteria will form the basic framework for the selection of the participants.

Whenever possible, depending on the type of activity to be performed;

- » Participating in the preparation and work related to the project,
- » Willingness to participate in the activities of the project,
- » To have a high score as a result of the competition to be held.

3.6. CERTIFICATION and RECOGNITION

Railway companies with which we cooperate abroad, international organizations we are a member of, etc. If deemed necessary by the host institutions, a certificate of participation will be given to the participants of the mobility program. The appropriate type of Europass document will be given according to the participant and type of activity.

3.7. PARTNERSHIPS, CONSORTIUMS AND NETWORKS

DEMUHDER signed a memorandum of understanding (MoU) with the International Railway Union (UIC) on vocational training and developing many railway capabilities. UIC has been operating since 1922 in order to develop and facilitate all kinds of international cooperation among its members and to encourage the sharing of best practices. There are 213 railway companies from many countries.

For the Members to be sent abroad for professional development and training purposes, some countries’ railway establishments, companies, associations, unions, etc. Memorandums of Understanding were signed with These agreements are an important part of the mobility activities to be carried out.

Some of the institutions and organizations that DEMÜHDER has cooperated with within the scope of projects and activities carried out at home and abroad to date are as follows:

• National collaborations

TCDD

General Directorate of Transportation Services Regulation

Vocational qualification institute

TCDD Transportation Inc.

Anatolian Rail Systems Clustering (ARUS)

Eskisehir Technical University

Ankara university

Karabuk University

Ostim Technical University

• International collaborations

International Railway Association (UIC - France)

Croatian Association of Railway Engineers (HDZI - Croatia)

CERTIFER SA (Certifer - France)

AEbt Angewandte Eisenbahntechnik GmbH (Certifer - Germany)

UK CERTIFIED KNOWLEDGE ASSOCIATION (UKCKA - UK)

European Association of Railway Engineers Associations (UEEIV - Germany)

European Alliance for Apprenticeships (EAfA Belgium)

3.8. INTERNATIONALIZATION ACTION PLAN /TARGET CARDS

Purpose (A1)	Globalizing DEMUHDER in the fields of railway vocational and technical education and consultancy										
Target H.1.1.	Research, development and qualification of the necessary infrastructure in order to be the education provider of the sector										
Responsible Unit	Internationalization Working Team DEMUHDER Board of Directors										
Unit(s) to be Collaborated	Matrix of Units Responsible or Supporting for the Realization of the Goals International Collaborations and Networks Matrix to Responsible or Support for the Realization of the Goals										
Action Plan Performance Indicators	to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency
EP1.1.1: On-the-job training mobility of trainers and managers for on-site examination of the training processes in vocational and technical education institutions of the EU Railway Operators with which we cooperate	25	0		one	one	one	one	one		Every 6 Months	Every 12 Months
EP1.1.2: On-the-job training mobility of members for on-site examination of qualification processes in organizations (UIC, OTIF, etc.) that set standards in certification, accreditation and registration activities (maintenance, personnel, inspection, etc.)	75	0		one	2	2	2	one	one	Every 6 Months	Every 12 Months
Risks	1. Continuation of the epidemic process in whole or in part 2. The resistance of the traditional approach created by the corporate culture to the changes to be experienced in vocational training and certification processes										
Determinations	1. TCDD and TCDD Taşımacılık A.Ş. attach importance to personnel training (G16) 2. Maintenance management systems are not developed enough (Z16)										
Needs	1. A maintenance management system should be established and systematically monitored. 2. Establishment of a training and certification system in quality assurance for railway professions and maintenance processes in the post-restructuring sector										

Purpose (A1)	Globalizing DEMUHDER in the fields of railway vocational and technical education and consultancy										
Target H.1.2	Conceptual design of qualification programs abroad, development and implementation of digital learning										
Responsible Unit	Internationalization Working Team										
Unit(s) to be Collaborated	Matrix of Units Responsible or Supporting for the Realization of the Goals International Collaborations and Networks Matrix to Responsible or Support for the Realization of the Goals										
Action Plan Performance Indicators	to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency
EP1.2.1: Job shadowing mobility of trainers, managers and professionals for the examination of standards, qualifications and training programs for railway professionals operating in EU Railway Enterprises with which we cooperate	one hundred	0		2	2	2	2	2		Every 6 Months	Every 12 Months
Risks	1. Continuation of the epidemic process in whole or in part 2. The resistance of the traditional approach created by the corporate culture to the changes to be experienced in vocational training and certification processes.										
Determinations	1. Liberalization of rail transport (F6) 2. TCDD and TCDD Taşımacılık A.Ş. attach importance to personnel training (G16)										
Needs	1. Preparation and implementation of secondary legislation as soon as possible and monitoring and examination of feedback from companies that have the potential to enter the sector 2. Establishment of a training and certification system in quality assurance for railway professions and maintenance processes in the post-restructuring sector										

Purpose (A1)	Globalizing DEMUHDR in the fields of railway vocational and technical education and consultancy										
Target H.1.3	Managing training offers to new stakeholders of the sector (for the transport and logistics sector) together with the qualification needs analysis										
Responsible Unit	Internationalization Working Team										
Unit(s) to be Collaborated	Matrix of Units Responsible or Supporting for the Realization of the Goals										
	International Collaborations and Networks Matrix for Responsible or Supporting the Realization of the Goals										
Action Plan Performance Indicators	to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency
EPI.3.1: With the restructuring, TCDD and TCDD Taşımacılık A.Ş. Inspection and internship activities in railway companies that have completed their restructuring in order to eliminate the operational problems caused by the corporate culture/corporate belonging conflict that arose in DEMUHDR and our members working in	one hundred	0		2	2	2	2	2		Every 6 Months	Every 12 Months
Risks	1. Continuation of the epidemic process in whole or in part 2. Differences in understanding in railway culture between countries										
Determinations	1. Having extensive experience and knowledge in railway infrastructure and train management (G4) 2. TCDD and TCDD Taşımacılık A.Ş. attach importance to personnel training (G16)										
Needs	1. Transforming the knowledge and experience in railway traffic and infrastructure management into corporate culture by strengthening the sense of corporate belonging with in-house activities and trainings. 2. Establishment of a training and certification system in quality assurance for railway professions and maintenance processes in the post-restructuring sector										

[illegible]

Purpose (A1)	Globalizing DEMUHDR in the fields of railway vocational and technical education and consultancy											
Target H.1.5	Developing foreign language/language competencies of engineer trainers and learners.											
Responsible Unit	Internationalization Working Team											
Unit(s) to be Collaborated	Matrix of Units Responsible or Supporting for the Realization of the Goals International Collaborations and Networks Matrix to Responsible or Support for the Realization of the Goals											
Action Plan Performance Indicators	to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency	
EP1.5.1: Gaining competence to the language proficiency of trainers and learners acquired before the mobility, together with the mobility (Participation in events such as seminars, fairs, conferences etc. abroad)	one hundred	0		4		4		4		Every 6 Months	Every 12 Months	
Risks	Continuation of the epidemic process in whole or in part 1. Absence of career planning in the institution (Z5) 2. Being in a developing sector with the increase in foreign trade (F8) 3. The institution's R&D studies are not at the desired level (Z17)											
Determinations												
Needs	1. Bringing new generation cross-skills and digital competencies to existing human resources 2. Cooperation with universities and international railway organizations											

Purpose (A2)	Harmonization, implementation and development of railway safety management systems in line with the European Railway Safety directives										
Target H.2.1	Examining EU safety management systems for crisis communication, incident and near miss analysis										
Responsible Unit	Internationalization Working Team										
Unit(s) to be Collaborated	Matrix of Units Responsible or Supporting for the Realization of the Goals										
	International Collaborations and Networks Matrix to Responsible or Support for the Realization of the Goals										
Action Plan Performance Indicators	to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency
	one hundred	0			one	one	one			Every 6 Months	Every 12 Months
Risks	Continuation of the epidemic process in whole or in part										
Determinations	1. Failure to complete secondary legislation studies after restructuring (Z15)										
	2. Liberalization of rail transport (F6)										
Needs	1. Uncertainties should be eliminated by accelerating secondary legislation studies in line with the new situation.										

Purpose (A3)	Promoting global citizenship in multicultural environments by co-operating and working organizations in Europe to network with railway systems experts.											
Target H.3.1	existing international strategic partnerships, making them more dynamic and establishing new international collaborations											
Responsible Unit	Internationalization Working Team											
Unit(s) to be Collaborated	DEMUHDER Board of Directors											
	Matrix of Units Responsible or Supporting for the Realization of the Goals											
	International Collaborations and Networks Matrix to Responsible or Support for the Realization of the Goals											
	to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency	
EP3.1.1: Assignment of experts to the UIC expertise development platform	one hundred	0			one	one	one	one		Every 6 Months	Every 12 Months	
Risks	Continuation of the epidemic process in whole or in part											
Determinations	1. Strengthening cooperation with external stakeholders (G13)											
	2. The lack of enterprise risk management at the desired level (Z24)											
	3. The institution's R&D studies are not at the desired level (Z17)											
Needs	1. Establishing a more effective communication network with external stakeholders in strategic decisions											
	2. For enterprise risk management, examples of external stakeholders should be examined and implemented with expert support.											
	3. Cooperation should be made with universities and international railway organizations											

Purpose (A3)		Promoting global citizenship in multicultural environments by co-operating and working organizations in Europe to network with railway systems experts.										
Target H.3.2		To promote and support international mobility for management, staff and pre-employment apprentices in Europe and other countries, to organize on-the-job training and internship programs										
Responsible Unit		Internationalization Working Team										
Unit(s) to be Collaborated		Matrix of Units Responsible or Supporting for the Realization of the Goals International Collaborations and Networks Matrix to Responsible or Support for the Realization of the Goals										
Action Plan Performance Indicators		to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency
EP3.2.1 AB Conducting mutual internship activities related to the concept of joint care		25	0			2		2			Every 6 Months	Every 12 Months
EP3.2.2 Learning and internship activities to transfer new generation technologies (eg hybrid locomotives, hydrogen etc.) and to build up knowledge		25	0		2			2			Every 6 Months	Every 12 Months
EP3.2.3 Cooperation with UJEEIV for Railway Systems Engineering 17024 certification system and organizing work shadowing activity for accreditation processes		50	0		4		4				Every 6 Months	Every 12 Months
Risks		1. Continuation of the epidemic process in whole or in part 2. Low participation on the basis of diplomatic relations between countries										
Determinations		1. Increased safety awareness (F13) 2. Failure to complete secondary legislation studies after restructuring (Z15) 3. Having extensive experience and knowledge in railway infrastructure and train management (G4) 4. Maintenance management systems are not developed enough (Z16) 5. The institution's R&D studies are not at the desired level (Z17) 6. Increasing importance given to renewable energy sources (F14)										
Needs		1. Examining European examples of new safety systems (ERTMS/ETCS) integrated into our national railway system, eliminating educational deficiencies and creating a safety culture. 2. Transparent policies should be prepared and implemented for career planning and new generation cross-skills and digital competencies for existing human resources. 3. Transforming the knowledge and experience in railway traffic and infrastructure management into corporate culture by strengthening the sense of corporate belonging with in-house activities and trainings. 4. Cooperation with universities and international railway organizations 5. Conducting R&D studies										

Purpose (A3)	Promoting world citizenship in multicultural environments by cooperating and working in Europe to network with railway systems experts										
Target H.3.3	First of all, to ensure the dissemination of intercultural awareness within DEMUHDR and its sphere of influence.										
Responsible Unit	Internationalization Working Team										
Unit(s) to be Collaborated	Matrix of Units Responsible for the Realization of the Goals										
	International Collaborations and Networks Matrix to Responsible or Support for the Realization of the Goals										
Action Plan Performance Indicators	to the destination effect (%)	Plan period Beginning value	2023	2024	2025	2026	2027	2028	2029	Monitoring Frequency	Reporting Frequency
EP3.3.1: Participating in international activities together with railway engineers, organizing activities (seminars, webinars, workshops etc. with international participants)	one hundred	0		2	2	2	2	2	2	Every 6 Months	Every 12 Months
Risks	Low participation on the basis of diplomatic relations between countries										
Determinations	1. Having extensive experience and knowledge in railway infrastructure and train management (G4)										
	2. Strengthening cooperation with external stakeholders (G13)										
Needs	1. Strengthening the sense of corporate belonging with in-house activities and trainings										
	Transforming knowledge and experience in railway traffic and infrastructure management into corporate culture										
	2. Establishing a more effective communication network with external stakeholders in strategic decisions										

4. MONITORING AND EVALUATION

Within the scope of the internationalization strategy plan studies covering the years 2023–2029, 11 strategic targets, whose responsible departments are determined, have been determined under 3 strategic objectives. 14 performance indicators were determined under these targets. In order to achieve the targets that will prepare us for our internationalization goals, the performance indicators constituting these targets should be monitored and reported at specified periods, and corrective actions should be taken in case of realization of the identified risks when necessary. This process defines the monitoring and evaluation process in general.

The monitoring and evaluation process must have the qualities of relevance, effectiveness, efficiency and sustainability.

Responsibilities have been clarified so that the monitoring and evaluation process can be carried out effectively. The targets to be followed and the performance indicators forming the targets are measurable. The data to be used to measure the success levels of these performance indicators are appropriate, accurate and consistent. Since each target has a responsible unit, determining and monitoring data validity is the task of the relevant unit.

A goal card has been created for each determined goal. These target cards form the tag of the target and contain all the information about the target. The cards also include monitoring and reporting periods for the relevant target.

Reports will be forwarded to the Internationalization Working Team twice a year. As a result of the evaluation of the report, if suggestions and measures to be taken are forwarded, the responsible units are obliged to correct these corrections as soon as possible.

After the publication of the Demühder mobility grant agreements, if there are issues that need to be revised in the performance indicators in line with the internationalization plan, the revised performance program is sent to the Internationalization Working Team by 1 December.

5. DISSEMINATION

EU Erasmus+ Projects Mobilities to be carried out within the 7-year plan can be adapted specifically to the needs of the target group and end users and can be transferred to new areas. After the end of the grant period, the project outputs will be continued as they will be used in the in-service and pre-employment training programs of the Railway Training Centers and stakeholders; can be used to influence future policies and practices.

Although the dissemination strategy and tools are determined at the project application stage, the dissemination, use and sustainability plan is as flexible as possible. It allows adaptation to changing conditions during project implementation. General adaptation steps:

- » Obtaining end-user approval on the effective use of project outputs (with methods such as Google Analytics, Survey analysis)
- » Updating the project output taking into account the feedback
- » Regularly carry out networking and lobbying activities
- » Constantly updating the news on the website
- » Ensuring appropriate use mechanisms
- » Communicate regularly with relevant stakeholders
- » Carrying out transfer and follow-up projects

5.1. DISSEMINATION

The involvement of the target audience and stakeholders in the EU Erasmus+ Project activities process (processes such as sector analysis, research, meetings and feedbacks) from the very beginning is one of the main factors in the success of the dissemination of the project outputs.

Dissemination Tools:

- » Erasmus+ Project Results Platform,
- » Project website and corporate websites,
- » Meetings and visits to key stakeholders,
- » Information sessions, workshops, online seminars (webinar), presentations, private discussion platforms,
- » Targeted written materials such as reports, project-related printed articles, newsletters, press releases, booklets or brochures
- » Journal of Railway Engineering
- » Interview, youtube channels, social media tools (audio-visual media and radio, TV, video clips, internet broadcasts)
- » Project branding and logos,
- » Available connections and networks

News and Social Media Content Creation Principles:

- » While creating content for social media, the focus will be on participant stories and ideas about the project.
- » Sharing photos, graphics and videos on social media channels will be predominant.
- » While creating content for electronic newsletters, the focus will be on news, information and outputs related to the project.
- » Permission will be obtained from the participants before using the images.

5.2. USE OF PROJECT RESULTS AND SUSTAINABILITY PLAN

After the EU Erasmus+ Projects, cooperation will be made with national and internationally recognized institutions for the recognition of the mobility learning results we will carry out in the 2023-2029 period and to increase the mobility performance indicators of our country. (Ministry of Education, Ministry of Transport and Infrastructure, universities with rail system technology departments, European Railway Agency, International Railway Union , European Railway Organizations and networks etc.) These collaborations will reinforce the use and sustainability of the project results.

Lobbying activities will be carried out on the use of project outputs by contacting potential users of mobility learning results (railway training and examination centers, rail system technologies departments of universities and high schools providing vocational technical education,

authorized certification bodies that have received coverage for railway professions, etc.). The Talent development and expertise platform within Demühder will manage the availability and sustainability of the mobility learning outcomes, as required by the Internationalization Working Team.

While preparing the “Use of Project Results and Sustainability Plan”, different levels were taken into consideration.

Level 1: Mainstreaming

Purpose : To introduce mobility learning outcomes/products to relevant stakeholders. To ensure that the concept of qualified workforce needed by the sector is removed from being a rhetoric and integrating it into policy, legislation and execution, and put them into practice.

Method/Action : Detailed presentations, suitable environments or activities where project results will be discussed (seminar, conference, workshop, etc.)

Target Audience : Relevant decision makers, Sector representatives and stakeholders, grant organizations (EU, National Agency, etc.), state economic enterprises, vocational training and business-innovation centers, vocational training experts, engineers and training providers.

2: Multiplication

Purpose : To introduce the mobility learning outcomes to the end users and to help them adapt the outcomes to their needs

Method/Action : Meetings and workshops

Target Audience : Engineers, Teachers, students and current employees who have received formal/informal training.

Level 3: Sustainability (sustainability)

Purpose : To increase the capacity to use mobility learning outcomes

Method/Action : Lobbying activities

Target Audience : Rail system technologies departments of universities and high schools providing vocational technical education, authorized certification bodies and vocational training centers.

General Target Audience:

- End users of mobility learning activities and outcomes
- Stakeholders, experts or practitioners in the field
- Decision makers/networks at local, regional, national and European level
- Press
- General public

DISSEMINATION MATRIX

The action plans to be realized in line with the internationalization strategic goals and the general dissemination methodology of mobility activities are shown in the matrices below.

1	
What?	Dissemination of Websites and Social Media Accounts for Mobility Activities
When?	<ul style="list-style-type: none"> • Throughout the internationalization lifecycle 2023 - 2029 • Erasmus 2021-2027 period and for the next 5 years
Which Resources?	<ul style="list-style-type: none"> • Project management budget of mobility grants
Which Target Audience?	<ul style="list-style-type: none"> • Existing railway workers and engineers (approximately 10,000 people), • Those who receive vocational and technical education in the field of Rail System Technologies and graduates (approximately 12.000 people), • Vocational and technical education professionals in the field of Rail System Technologies (approximately 350 people), • Companies operating in the rail systems sector (approximately 20 operating in Turkey), • Authorized Certification Bodies (approximately 200), • Press, media and public opinion, • At the national level; Formal and non-formal education providers operating in the field of railway maintenance personnel training • Policy-making and decision-making institutions at the national level • At the international level; Formal and non-formal education providers operating in the field of training of railway personnel (secondary and higher education institutions in the field of vocational education) • International policy-making and decision-making institutions (vocational qualification institutions, accreditation bodies, education ministries, transport ministries, non-governmental organizations)
How?	<ul style="list-style-type: none"> • The project website will be prepared in English and Turkish. • Materials/news about the project will be published. • Google Analytics data will be tracked. • Documents will be downloadable. • There will be links to other web pages. (such as partners, networks, stakeholders), • A project page will be created in Social Media tools.
What Roles and Responsibilities?	<ul style="list-style-type: none"> • DEMUHDR and possible consortium members

2	
What?	Dissemination of multiplier activities on mobility activities
When?	<ul style="list-style-type: none"> □ After mobility grant agreements □ Throughout the internationalization lifecycle 2023 - 2029
Which Resources?	<ul style="list-style-type: none"> • From the multiplier events budget of mobility grants • Institutional contribution of DEMUHDR and possible consortium members (Technical Infrastructure and expert support)
Which Target Audience?	<ul style="list-style-type: none"> • Existing railway workers and engineers (approximately 10,000 people), • Those who receive vocational and technical education in the field of Rail System Technologies and graduates (approximately 12.000 people), • Vocational and technical education professionals in the field of Rail System Technologies (approximately 350 people), • Companies operating in the rail systems sector (approximately 20 operating in Turkey), • Authorized Certification Bodies (approximately 200), • Press, media and public opinion, • At the national level; Formal and non-formal education providers operating in the field of railway maintenance personnel training • Policy-making and decision-making institutions at the national level • At the international level; Formal and non-formal education providers operating in the field of railway personnel training (secondary and higher education institutions in the field of vocational education) • International policy-making and decision-making institutions (vocational qualification institutions, accreditation bodies, education ministries, transport ministries, non-governmental organizations)
How?	<ul style="list-style-type: none"> • Seminars, career days events and workshops to be organized for the promotion of mobility learning outcomes • Widely distributed flyers on mobility learning outcomes , • Reporting • Publication on the project website • Links to other websites (such as partners, networks, stakeholders), • Social media • Publication in the Journal of Railway Engineering
What Roles and Responsibilities?	<ul style="list-style-type: none"> • DEMUHDR and possible consortium members

What?	Dissemination of mobility learning for trainers, professionals and managers
When?	<ul style="list-style-type: none"> • After the mobilities • Throughout the internationalization lifecycle
Which Resources?	<ul style="list-style-type: none"> • Institutional contribution of DEMUHDR and possible consortium members (Technical Infrastructure and expert support)
Which Target Audience?	<ul style="list-style-type: none"> • Existing railway workers and engineers (approximately 10,000 people), • Those who receive vocational and technical education in the field of Rail System Technologies and graduates (approximately 12.000 people), • Vocational and technical education professionals in the field of Rail System Technologies (approximately 350 people), • Companies operating in the rail systems sector (approximately 20 operating in Turkey), • Authorized Certification Bodies (approximately 200), • Press, media and public opinion, • At the national level; Formal and non-formal education providers operating in the field of railway maintenance personnel training • Policy-making and decision-making institutions at the national level • At the international level; Formal and non-formal education providers operating in the field of railway personnel training (secondary and higher education institutions in the field of vocational education) • International policy-making and decision-making institutions (vocational qualification institutions, accreditation bodies, education ministries, transport ministries, non-governmental organizations)
How?	<p>Educators, professionals and managers due to their professions;</p> <ul style="list-style-type: none"> • Trainers will transfer their knowledge, skills and experience through in-service trainings, • Managers will convey the understanding and change they see to the institution as a result of their reporting, • Professionals (Foreman, Apprentice, etc.) will share their experiences with on-the-job training.
What Roles and Responsibilities?	<ul style="list-style-type: none"> • Consortium members (TCDD and TCDD Taşımacılık A.Ş.) are beneficiaries of mobility activities.

