

CURRICULUM VITAE



1. **Family Name:** WITULSKI
2. **First Names:** Udo
3. **Date of Birth:** 17 October 1957
4. **Nationality:** German
5. **Civil Status:** married
6. **Education:**

Institution:	Technische Universität Berlin/Germany
Date (from – to):	October 1988 - November 1989
Degree:	Doctoral degree in economic geography (Dr. Phil.)

Institution:	Universität Würzburg/Germany
Date (from – to):	May 1986 - October 1986
Degree:	Studies in economics and business administration

Institution:	Universität Würzburg/Germany
Date (from – to):	May 1982 - February 1985
Degree:	Master Degree in major geography, minors economics and statistics

Institution:	State University of New York at Oneonta/USA
Date (from – to):	August 1981 - May 1982
Degree:	Post-graduate studies in geography, economics and English

Institution:	Universität Würzburg/Germany
Date (from – to):	April 1979 - July 1981
Degree:	Bachelor's Degree in geography, economics and statistics

7. **Language Skills** (1 - excellent; 5 - basic):

Language	Reading	Speaking	Writing
German	mother tongue		
English	1	1	1
Spanish	1	1	2
French	2	2	2
Portuguese	2	3	3
Pidgin English	2	1	3

8. **Membership of Professional Bodies:**

DVAG Deutscher Verband f. Angewandte Geographie, *German Association for Applied Geography*

9. **Other Skills:**

Word processing, spreadsheet calculations, database management, graphics, mapping

10. **Present Position:** Senior Transport Economist

11. **Years within the Firm:** Self-employed

12. **Key Qualifications:**

Dr. Udo Witulski (60) received a PhD in Economic Geography from the Technical University of Berlin in 1989, after graduating from the University of Würzburg in 1984 with a Master's Degree in Geography specialising in Transport and Economics. In the intermediate five years (1985-1989), he worked first as Research Fellow in the *Africa Institute of South Africa* and subsequently as Associate Expert with *UNDTCD United Nations Department for Technical Cooperation & Development* in the Solomon Islands. After receiving his Doctor's Degree, *HPC Hamburg Port Consulting GmbH* delegated him to Riyadh, where he elaborated various analyses in the *SEAPA Seaports Authority of Saudi Arabia* (1990-1992), a programme administered by the *GTZ Gesellschaft für Technische Zusammenarbeit* (German Agency for Technical Cooperation). Subsequently, *HPC Hamburg Port Consulting GmbH* employed him in its international studies division, where he gained a wide experience in traffic forecasting, commercialization & privatization and organization of port and transport enterprises. In end-1996, he was selected as Project Economist by *ADB Asian Development Bank*. Due to his career as Project Economist in ADB and as Project Coordinator in UNDTCD, Dr. Witulski is very experienced

with evaluation of port efficiency and competitiveness, with project/program formulation, prioritization and implementation, including international tenders, and with donor- and private sector-funded development projects and programs. After more than four years, he followed his family back to Hamburg, where he recommenced consultancy work with *HPC Hamburg Port Consulting GmbH*. Since 2004, Dr. Witulski has been working as an independent consultant for various consulting companies in the maritime, inland-waterways and multimodal transport sector. Dr. Witulski has worked as transport economist and team leader with specialisation in the identification, appraisal, formulation, prioritisation, funding, implementation, monitoring and evaluation of intermodal and water-transport projects; economic and financial analysis of transport systems; privatisation of state-owned port and transport companies; international investment and trade promotion; port departmental restructuring; and international marketing of logistics enterprises to be privatised. For the last five years, Dr. Witulski lead major TA-projects related to ports and logistics corridors in Africa and (south)east Asia. He has a wide cultural exposure, having been involved in several projects in Southern and West Africa, in Central America, in South-East Asia, in the CIS countries and in the Middle East. Dr. Witulski has recently finalized an economic & financial feasibility study of a port development in Bangladesh where he has applied many of the requested working tools.

At least 10 years of specific professional experience related to strategic transport planning: Bangladesh: Techno-Economical Feasibility Study of Sitakunda/Mirasarai Port (3.2 p.m.), Somalia: Somalia Port Master Planning (1.0 p.m.), India: IWT Sector Development Strategy and Business Development Study for Capacity Augmentation of National Waterway-1 from Haldia to Allahabad (7.5 p.m.), P.R.C.: Hunan Xiangjiang Inland Waterway Transport Project (4.3 p.m.), Egypt: Support to the Reform of the Egyptian Transport Sector (2.8 p.m.), Georgia: Lazika Seaport Development and Construction Study (1.2 p.m.), Vietnam: Institutional Support to Vietnam Inland Waterway Administration (12.0 p.m.), Yemen: Traffic and Transport-Cost Forecast and Market Report for the National Port Strategy (2.8 p.m.), Jordan: Strategic reorganization of the Jordanian Ministry of Transport (1.0 p.m.), Syria: Traffic Forecast and Financial Feasibility of Modernizing Syrian Seaports (5.0 p.m.), Syria: Shortened Port Development Plan for the Port of Tartous (2.0 p.m.), Pakistan: Karachi Harbour Crossing – financial and economic analysis (1.3 p.m.), Solomon Islands: Implementation Protocol for the Establishment and Funding of the National Transport Fund (2.5 p.m.), Togo: Actualization of the Lomé Port Master Plan (0.8 p.m.), Kuwait: Marketing & Business Strategy and Implementing Plans for Kuwait Ports Authority (4.5 p.m.), Algeria: Economic and financial cost-benefit analyses and decision-support to concessioning (2.5 p.m.), Algeria: Port Sector Commercialization and Privatization Study on Strategic Port Development (1.0 p.m.), P.R.C.: Master Development Plan of Shanghai Yachting Industry (0.3 p.m.), Croatia: Urban / Port Redevelopment Project (2.5 p.m.), Albania: Port of Durres Project (3.0 p.m.), Turkmenistan: Operation Performance Evaluation and Review Report for the Port of Turkmenbashi (1.0 p.m.), France: Container terminal performance and capacity evaluation of Fos-Marseille (1.0 p.m.), Azerbaijan: New Caspian shipping services Business Plan - TRACECA Caspian Shipping Lines Project (2.5 p.m.), Philippines: ADB Asian Development Bank Project Economist (29.0 p.m.), Sri Lanka: Colombo Port South Harbour Container Terminal Development (1.5 p.m.), Vietnam: Saigon Port Rehabilitation (2.0 p.m.), India: Mumbai Port Liquid Bulk Terminal Rehabilitation, Bulk Terminal Rehabilitation, Port Rehabilitation and Port Commercialization (2.0 p.m.), India: Chennai Port Container Terminal Construction, Port Terminal Construction and Port Commercialization (2.0 p.m.), India: Ennore Coal Port Construction (1.0 p.m.), India: Paradip Port Bulk Terminal (2.0 pm), Bangladesh: Chittagong & Mongla Port Commercialization (2.0 p.m.), Maldives: Malé Terminal Construction and Port Commercialization (2.0 p.m.), Guatemala: National Transport Master Plan of Guatemala (12.5 p.m.), Mauritius: Feasibility study on Freeport Operations (1.5 p.m.), Thailand: Si-Chang Thong Terminal Development Phase 1 - Study for Updating the Pre- and On-Carriage Study and Market Analysis (2.5 p.m.), Russian Federation: Transport Corridor Study via Black Sea Ports including strategic development of port and shipping investments (2.5 p.m.), Mozambique: Mozambique Feeder Shipping Services Feasibility Study and Plan of Action (2.5 p.m.), Ghana: Feasibility Study on Volta Lake Container Transport (1.2 p.m.), Yemen: Yemen Port Sector Strategic Development Study - Multi-Mode Transport Project (3.0 p.m.), Germany: Future Use of Barges in Traffic to Berlin (development of inland waterways transport of Berlin) (1.0 p.m.), Saudi Arabia: SEAPA Saudi Arabian Seaports Authority Port Economist (22.0 p.m).

13. Countries of Work Experience:

Guatemala, Solomon Islands, Federated States of Micronesia, Philippines, Japan, Vietnam, P. R. of China, Bangladesh, India, Sri Lanka, Thailand, Pakistan, Maldives, Mauritius, Mozambique, South Africa, Namibia, Malawi, Tanzania, Uganda, Ghana, Saudi Arabia, Yemen, Jordan, Syria, Kuwait, Egypt, Iran, Turkmenistan, Azerbaijan, Armenia, Georgia, Turkey, Croatia, Slovenia, Albania, Ukraine, Russian Federation, France, Spain, Germany

14. Professional Experience

Period	Employing organization & reference	Title/ Position	Country	Summary of activities performed relevant to the Assignment
11/2018 – 12/2018	Ministry of Transport & Communication / HPC p.cardebring@hpc-hamburg.de	Port & Transport Economist	Egypt	<i>Master Plan for Egyptian Commercial Ports until 2030</i> : Analysis of the Egyptian Commercial Ports capacities and spaces utilization and their competitive position; assessment of existing ports infra- and superstructure, and of cargo and passenger traffic volumes; port capacity and utilization analysis at current productivity rates; capacity bottlenecks and space utilization limitations; overview of proposed and ongoing development plans and its impact on comprehensive Masterplan
09/2018 – 10/2018	The World Bank / HPC h.wagner@hpc-hamburg.de	Labour Economist	Tanzania	<i>An Evaluation of the Human Resource Needs, Training Needs, and Skill Development Needs of the Maritime Transport and Port Sector in Tanzania</i> : Evaluation of short/medium and long-term human resources and needs of the maritime transport sector in Tanzania, and preparation of time-bound and costed business plan for each institution to meet those needs
01/2018 – 07/2018	CPA Chittagong Port Authority / Ramboll, PADECA & DDC BMA@mathiports.dk	Economic & Financial Expert	Bangladesh	<i>Techno-Economical Feasibility Study of Sitakunda/Mirasarai Port</i> : Market analysis and various scenarios as to forecasting of cargo traffic captive from adjacent Economic Zone. Financial and Economic Analysis: Estimates of project benefits, distinguished between beneficiaries (national economy, investors in Economic Zone, shippers and cargo handlers). Alternative scenarios (present, future without and future with-project) in financial and economic prices, cost-benefit ratio, rate of returns to investment, impact on income and employment. Estimates of total project cost, benefits & economic and financial returns for the total project, project risks and sensitivities, switching value & impact on the economic rate of return.
07/2017 – 12/2017	Union for the Mediterranean Secretariat / IDOM - Lluís Tarafa Mate, PD lluis.tarafa@idom.com	Transport Funding and Financing & Proj. Dev. Expert	EuroMed Region	<i>Study on a comprehensive Strategy on Transport Connectivity</i> : Activity 1: Support in the Identification of stakeholders, Programs, Projects, etc.; Diagnostic: "Investment in transport infrastructure and equipment and its financing"; Definition of the enriched core challenges, related to investment in transport infrastructure; Definition of the enriched priority guidelines, related to "investment in transport infrastructure. Activity 2: Support to the definition of the Strategy on transport; Creation of the recommendations on connecting Strategy and PPP financing; Creation of the recommendations on Financing mechanism for MEDA.
04/2017 – 12/2017	SWS Consulting Engineering / Artes Sokoli, Business Dev. Unit Manager a.sokoli@swsconsulting.it	Team Leader and Expert on IWW Transport Planning	Ukraine	<i>Analysis of the current state of play in the inland waterways transport sub-sector and performance on Dnieper river, and drafting Terms of Reference for a new technical assistance project "Assistance for Dnieper transport development"</i> : Analysis of operational and financial bottlenecks of IWT on the river, recommendations to trade facilitation and fee structuring, and preparation of Terms of Reference for a new project to address the identified shortcomings, suitable in structure and quality for the EU external assistance tender procedure and requirements.
12/2016 – 06/2017	africa enablers GmbH S. Willms, Founder, Principal willms@africa-enablers.com	Quality Controller	Somalia	<i>Somalia Port Master Planning</i> : Peer reviewing of the section <i>Traffic Analysis</i> for the project. Professional support of the consulting company's project team, consulting on design of analysis structure, quality control of the project process and deliverables.
06/2016 – 12/2016	Bangladesh Economic Zones Authority (BEZA) / UNICONSULT - H. Beyer, PD h.beyer@uniconsult-hh.de	Team Leader and Market Analyst	Bangladesh	<i>Pre-feasibility Studies for Economic Zones</i> : Determination of target industry sectors for each site, and development of sector profiles, which estimate the plot requirements, factory sizes, water consumption/year, electricity requirements, training needs and employee statistics for each industry sector over a 20-year period; utilizing the outcome of the Industry/Market Assessments, preparation of a 20-year demand forecast for each site; market strategy for each economic zone. The purpose of the market strategy is to provide the Bangladesh Economic Zones Authority (BEZA) with an overview of how each site should be packaged, promoted, and what type of materials would be needed for each zone's start up.

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06/2015 – 06/2016	Inland Waterway Authority of India / UNICONSULT -H. Beyer, Project Director h.beyer@uniconsult-hh.de	Team Leader and Transport Market & Policy Expert	India	<i>IWT Sector Development Strategy and Business Development Study for Capacity Augmentation of National Waterway-1 from Haldia to Allahabad" (Jal Marg Vikas)</i> : Strategic analysis of the existing transport and freight supply/demand situation on the Ganges River and identification of all infrastructure, institutional, regulatory, commercial, environmental, safety and commercial challenges hindering inland-water transport competitiveness. Market survey including of stakeholders and users, traffic flows and modal split analysis; sensitivity analysis of the main drivers of modal preferences; traffic characteristic and flow; intermodal comparison including SWOT analysis of each; cost-benefit analysis of IWT mode; supply chain review; infrastructure, institutional and financing bottlenecks for IWT; and location analysis of terminals, multimodal, logistic hubs etc.
02/2015 - 07/2015	EU Delegation to Uganda, L. Durel, Infrastructure Ad. ludovic.durel@eeas.europa.eu / ARS Progetti	Waterways & Multimodal Transport Expert	Uganda	<i>Consultancy services to identify strategic transport priority projects in a multimodal environment</i> : Evaluation of the transport links within Uganda and with its neighbouring countries, particularly Kenya and Tanzania, with the aim to identify strategic transport priority projects in a multimodal environment suitable for financing by the 11 th EDF and to elaborate action documents for the projects selected for EU financing. Feasibility analysis of identified and prioritised transport projects and calculation of required investments. Preparation of project fiches on multimodal, inland-waterway and lake transport projects.
07/2014 – 12/2014	Hunan Water Transportation Construction & Investment Group Co. Ltd. (HWTCIG) / UNICONSULT GmbH - H. Beyer, PD h.beyer@uniconsult-hh.de	Team Leader and Inland Port Economist	P.R.C.	<i>Hunan Xiangjiang Inland Waterway Transport Project</i> : Review and assess the development status, potentials, and market trends in the region; Forecast water transport traffic for the region for 30 years; Undertake an inventory of port and intermodal facilities between Hengyang and Jin-weizhou; Propose a port development plan in the region that identifies the location for development, the scale and type of facilities to be constructed over a 30 year period; Identify the role of Songbai and Yunji ports; Review Songbai and Yunji city urban planning and current port planning, and help optimise the port planning and infrastructure investment strategy; Analyse role and extent with which the private sector participates in the development, management, and operation of ports and logistics centres on the Xiangjiang; recommend a framework that will promote private-sector interest in the sector; and propose the main features of a port-sector private participation programme.
02/2013 – 06/2014	MoT Ministry of Transport / IDOM - Luisa Martinez luisa.martinez@idom.com	Senior Transport Economist	Egypt	<i>Investment Promotion within the Egyptian Transport Sector</i> : Comparison of port dues, cargo handling and storage charges from Egypt and nearer region; calculation of revenues to estimate rate of return on investment, profitability, payments of balanced port dues, royalty and land leases from bulk-terminal concessionaire at Ain Sokhna Port; assistance in preparation of investment workshop to present prominent BOT project opportunities; preparation of concession agreements for container terminals in Alexandria Port, Ain Sokhna Port and Port Said East Port.
03/2013 - 09/2013	MoEP / Wagener & Herbst - Ralf Behrens, PD r.behrens@wagener-herbst.com	Infrastructure Planning & O&M Monitoring Expert	Saudi Arabia	<i>SEC Project Maintenance Study</i> : Assessment of project O&M cost considerations at infrastructure planning stage, transport and infra-structure master planning and evaluation and appraisal methodology considerations, infrastructure O&M key performance and evaluation indicators, project sector specification and project clustering, reference project profiles, training of staff in infrastructure planning and O&M life-cycle cost comparison, workshop preparation, reporting.
08/2011 – 12/2013	Vietnam Inland Waterway Administration/ UNICONSULT GmbH - H. Beyer, PD h.beyer@uniconsult-hh.de	Team Leader and Inland Waterway Planner	Vietnam	<i>Institutional Support to Vietnam Inland Waterway Administration (VIWA)</i> : Definition of VIWA's purpose, its desired destination in 5 years, and its performance scorecard; provided recommendations for its optimal institutional structure in line with mission, vision and capacity. Five-year strategic plan for sustainable inland waterway management, with priority objectives, supporting work programme and budget plans based on performance scorecard specifying business targets, safety, design and customer service standards and their corresponding actions to achieve them. In-depth assessment of functions, organizational structure and recommendations for improved management of river ports and logistics centres. Business cases / feasibility studies for selection and development of provincial ports to be financed by World Bank.

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11/2012 - 05/2013	Georgian Railway JSC / ILF Joel.Baret@ilf.com	Traffic Forecast Expert	Georgia	<i>Lazika Seaport Development and Construction Study</i> : All the works related to establishing a traffic forecast for an envisaged port in Lazika, based on the market demand in Georgia and the Central Asian economies. The main objective of the cross-border traffic forecast was to provide enough information for the contractually agreed Strategic Master Plan Study. The results of the activities were presented in a Traffic Forecast Report.
05/2009 - 07/2011	EC / TLT / Dornier Consulting GmbH ralf.behrens@dornier-consulting.com	Team Leader and Key Expert	Azerbaijan and TRACECA	<i>TRACECA Transport dialogue and interoperability between the EU and its neighbouring countries and Central Asian countries</i> : Political dialogue with representatives of the TRACECA (Transport Corridor Europe-Caucasus-Central Asia) member countries; Analysis of future cross-border strategies to enact TRACECA objectives, Promotion of TRACECA goals; Visualization of activities; Scheduling of seminars and meetings; Coordination of activities of key and short-term experts and of other TRACECA TA projects.
09/2008 - 04/2009	PCDP / Cornell Group - P. Arora. parora@thecornellgroup.com	Port, Maritime and Overland Transport Consultant	Yemen	<i>Traffic and Transport-Cost Forecast and Market Report for the National Port Strategy</i> : Traffic-demand forecast established a sound picture of the cargo volumes to be expected between the individual Yemeni ports on the specific overland transit and internal roads. Transport-cost forecast and market report subsequently lined out the infrastructural deficits of the national road network and calculated the costs on individual roads connecting the ports with their major demand centres.
06/2008 - 08/2008	MoT & Communication bernard.chatelin@wanadoo.fr	Port, Maritime and Overland Transport Consultant	Jordan	<i>Strategic reorganization of the Jordanian Ministry of Transport</i> : Development of short, medium and long-term Transport Policy and Strategy.
10/2007 - 05/2008	Lattakia Port General Company / Inros Lackner MorisseConsult@t-online.de	Port and Maritime Transport Consultant	Syria	<i>Traffic Forecast, Financial Feasibility, Tender Preparation and Evaluation of Modernizing Syrian Seaports (LPGC Lattakia Port General Company)</i> : A financial analysis determined future cargo volume in the port of Lattakia and deduced container-cargo volumes. This macro projection was then compared with the container cargo projected to be moved through Lattakia Port (micro projection). Thereafter, projected cargo volumes were translated into numbers and sizes of vessels expected at Lattakia Port. A sensitivity and risk analysis of the most probable scenario was provided. Guidelines for interested bidders to elaborate a financial analysis were included in the tender documents. Invitations to tender were circulated, submitted tenders evaluated, and negotiations with first-ranked tenderer conducted.
12/2007 - 02/2008	KPA Karachi Port Authority / Inros Lackner christian.wulf-andersen@inros-lackner.de	Team Leader, Port, Maritime and Overland Transport Consultant	Pakistan	<i>Karachi Harbour Crossing – financial and economic analysis</i> : The evaluation consisted of two approaches: (1) a financial appraisal to investigate the long-term financial performance and the return of the investment gained by revenues when operating the KHC; and (2) a socio-economic appraisal comprising a cost-benefit analysis - thus including socio-economic and environmental considerations related to traffic and urban development. Financial internal rate of return (FIRR) and economic internal rate of return (EIRR) and their net present values (NPVs) were calculated, a sensitivity & risk analysis was prepared.
05/2007 - 10/2007	Tartous Port Authority hartmut_rapp@hotmail.com	Senior Transport Economist	Syria	<i>Shortened Port Development Plan for the Port of Tartous</i> : Proposed extension possibilities were validated as to their financial implications by applying a proved calculation model. As measure for the financial return from the contract options, the financial internal rate of return (FIRR) was calculated on the net cash flows. The net present value (NPV) was calculated and a sensitivity & risk analysis was prepared.
08/2006 - 12/2006	MoT Ministry of Transport / GOPA bernd.brunnengraeber@gopa.de	Shipping Specialist	Solomon Islands	<i>Implementation Protocol for the Establishment and Funding of the National Transport Fund</i> : To prepare EC funding, shipping-service support requirements were determined by identifying and outlining plans for the improvement of all those services which could be considered as essential but substandard services, together with indicative costs over time for the desired improvements and a framework, appropriate mechanism, time schedule and work plan for the selection of services to be included in the program.

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05/2006 - 06/2006	Lomé Port Authority / Inros Lackner AG klaus.ammermann@inros-lackner.de	Port, Maritime and Overland Transport Consultant	Togo	<i>Actualization of the Lomé Port Master Plan:</i> Cargo figures were actualized by help of up-to-date traffic statistics. Utilizing regional and national economic and financial indicators and comparing those to the past traffic forecast of 1999, short to medium-term growth rates were concluded and a demand-trend analysis for the next 15 years was elaborated. Finally, future traffic volumes were calculated distinguished by cargo types and by major commodities.
11/2005 – 04/2006	Kuwait Ports Authority / HPC Hamburg Port Consulting GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Kuwait	<i>Marketing & Business Strategy and Implementing Plans for Kuwait Ports Authority:</i> A strategy was formulated for practical implementation to increase the ports' competitive position, including informing the trading community of the ports' achieved strong points and planned improvements through the elaboration of possible marketing strategies, selection of the preferred strategy, development of appropriate marketing tools, and preparation of a publicity campaign to promote the ports' volume of business; assessing the ports' strengths, weaknesses, opportunities and threats including calculating the potential share of the commercial ports in the regional trade, by comparing with other ports in the Arabian Gulf competing for cross-border trade; and transforming customer requirements into facilities and dedicated services by way of improving the ports' financial, human and operational resources.
06/2005 – 07/2005	Conakry Port Authority / Inros Lackner AG klaus.ammermann@inros-lackner.de	Senior Transport Economist	Guinea	<i>Financial Analysis for the East Port of Conakry:</i> Based on major traffic and financial indicators, a traffic-demand forecast was drawn up, consequent financial figures were concluded and revenues to the port authority from its various cargo operations and landlord services were calculated. Comparing the cost that can be expected to provide competitive services, a financial cost-benefit analysis and several financial indicators were provided on a spreadsheet with the possibility to alter basic calculation input figures. Financial internal rate of return (FIRR) and its net present value (NPV) were calculated, a sensitivity & risk analysis was prepared.
03/2005 – 07/2005	Lahr City Council / UNICONCONSULT GmbH - H. Beyer h.beyer@uniconsult-hh.de	Industrial Development & Transport Expert	Germany	<i>Development of Logistic Centre Lahr:</i> A sound method was developed to identify more than 150 logistics services in Germany, France and Switzerland with the aim to prove that their specific location requirements could be optimally served by the IGZ and thus to induce them to move or expand to its area at Lahr.
11/2004 – 02/2005	MoT / Inros Lackner AG ralph.damkoehler@inros-lackner.de	Senior Transport Economist	Algeria	<i>Economic and financial cost-benefit analyses and decision-support to concessioning:</i> A financial cost-benefit analyses was elaborated to determine the feasibility of adding another container terminal to this already rather well furnished Mediterranean region. A financial internal rate of return (FIRR) and its net present value (NPV) were calculated, a sensitivity & risk analysis was prepared.
03/2004 – 01/2005	Ministry of Transport / HPC Hamburg Port Consulting GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Algeria	<i>Port Sector Commercialization and Privatization Study on Strategic Port Development:</i> Overall macro-economic aspects of the Algerian economy were described. Analyses covered traffic and throughput of each port; competition among the Algerian ports including evaluation of important liner services for each port; identification of potential clients for operating port facilities with regard to commercialization; development of future scenarios for each port; identification and description of port-related activities with regard to commercialization; evaluation of requirements in view of commercialization of port activities including separation of private and public responsibilities; assessment of financial/economic implications of restructuring (impact analysis); and detailed commercialization/ privatization strategies for each port.
10/2003	Shanghai City / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	China P.R.	<i>Master Development Plan of Shanghai Yachting Industry:</i> Sail and motor yacht acquisition market demand forecast was elaborated for yacht locations and for calculation of consequent requirements for marina space.

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03/2003 – 07/2003	Rijeka City Council / HPC GmbH k.schmoecker@hpc-hamburg.de	Senior Transport Economist	Croatia	<i>Urban / Port Redevelopment Project:</i> Revenues were forecast to be generated from land sale or land leases, municipal recurrent costs and revenues and other sources, and financial and economic analyses and the resulting economic/financial cost benefit analyses were elaborated. Financial internal rate of return (FIRR) and economic internal rate of return (EIRR) and their net present values (NPVs) were calculated, a sensitivity & risk analysis was prepared.
10/2002 – 02/2003	Durres Port Authority / HPC k.schmoecker@hpc-hamburg.de	Senior Transport Economist	Albania	<i>Port of Durres Project:</i> Advice on principles for calculating appropriate competitive charges and leasing arrangements was detailed, and a business plan to commercialize stevedoring services was elaborated.
08/2001 – 10/2001	Ministry of Transport / HPC GmbH k.schmoecker@hpc-hamburg.de	Senior Transport Economist	Slovenia	<i>Strategic Study on the viability of establishing European Rail Traffic Management System on selected railway lines in the CEECs:</i> The railway network in the Slovak Republic and across the borders with its neighbouring countries was surveyed. Based on train frequencies and service-travelling speed of trains commonly employed in the region, daily passenger and cargo capacities were calculated and developed into a train frequency and capacity forecast. Utilizing cost figures provided from other team members plus present and anticipated train fares, the economic and financial feasibility of upgrading a railway link was then calculated.
07/2002 – 08/2002	Turkmenbashi Port Auth. / HPC GmbH k.schmoecker@hpc-hamburg.de	Port and Maritime Transport Consultant	Turkmenistan	<i>Operation Performance Evaluation and Review Report for the Port of Turkmenbashi:</i> A review of the outcome of the activities, measured against objectives and expectations, an analysis of the underlying reasons for any significant performance variations, and an assessment of the impact of the TC activities on the transition process in the country (covering the authority, employee, the environment, the transport sector and the economy in general) were undertaken. Also included were an assessment of EBRD's performance, identification of the key issues, definition of the role of the beneficiaries in the preparation, implementation, ownership (sustainability of benefits) of the results of the TC activities, and formulation of conclusions and recommendations for the improvement of TC activities.
06/2001 – 07/2001	PMA Marseille Port Auth. / HPC k.schmoecker@hpc-hamburg.de	Port and Maritime Transport Consultant	France	<i>Container terminal performance and capacity evaluation of Fos-Marseille:</i> Current capacity of the terminal and its growth potential were assessed; methods for the improvement of market acceptance and integration were analysed; present terminal productivity was benchmarked against competitors; and measures to optimize present terminal and implementation schemes were proposed.
02/2001 – 05/2001	European Commission / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Azerbaijan	<i>New Caspian shipping services Business Plan - TRACECA Caspian Shipping Lines Project:</i> After estimating the potential revenues based on various cargo-forecast scenarios, vessel purchase costs were estimated by inquiring the costs for second-hand 15-20 year-old vessels from the Mediterranean market, all direct and indirect operating costs were calculated, and financial internal rates of return (FIRR) and its net present value (NPV) were calculated, a sensitivity & risk analysis were established under the various scenarios, complete with risk and sensitivity analyses.
10/1997 – 12/2000	ADB Asian Development Bank - Dr. G. Hecker, Department Director	ADB Project Economist	Sri Lanka	<i>Colombo Port South Harbour Container Terminal Development:</i> Cost-benefit calculations under private-sector participation; comparison of Colombo Port against the Hikaduwa site; reconnaissance and fact-finding missions to Sri Lanka for Colombo Port South Harbour Development Project; mission to OECF and OCDI in Tokyo; consultant selection and negotiation for up-front field investigations; tripartite meeting and stakeholder seminar; project administration. Loan appraisal and preparation South Asia Gateway Terminals for the Colombo Port Project; ToR for strategy study and poverty reduction analysis as add-on.
05/1997 – 12/2000	ADB - G. Hecker, Department Director	ADB Project Economist	Vietnam	<i>Saigon Port Rehabilitation:</i> Project administration of Saigon Port Loan Project; review missions, donor coordination conference in Hanoi; re-allocation of loan categories; project audit; loan closure. Administration of TA project: Management Information System for Saigon Port.

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02/1997 – 03/2000	ADB - G. Hecker, Department Director	ADB Project Economist	India	<i>Mumbai Port Liquid Bulk Terminal Rehabilitation, Bulk Terminal Rehabilitation, Port Rehabilitation and Port Commercialization</i> : Completion report of Bombay & Madras Ports Project (formerly Third Ports Project). Reconnaissance and appraisal missions for Mumbai Port loan project, loan and contract negotiations, inception and monitoring missions, loan project administration, completion report.
02/1997 – 03/2000	ADB - G. Hecker, Department Director	ADB Project Economist	India	<i>Chennai Port Container Terminal Construction, Port Terminal Construction and Port Commercialization</i> : Reconnaissance and appraisal missions for Chennai Port loan project; loan and contract negotiations; inception and monitoring missions; loan project administration; completion report. ToR, appraisal, contract negotiations and administration of TA project: Enhanced India Ports Policy, as add-on.
05/1997 – 01/2000	ADB - G. Hecker, Department Director	ADB Project Economist	India	<i>Ennore Coal Port Construction</i> : Tripartite meeting and completion report on Madras & Ennore Ports Development Study; Traffic Analysis for Coal Ports Loan Project.
05/1997 – 01/2000	ADB - G. Hecker, Department Director	ADB Project Economist	India	<i>Paradip Port Bulk Terminal</i> : Preliminary evaluation of future throughputs in Paradip Port. ToR, preparation, evaluation of technical proposals and selection of consultant for TA project: Planning & Management Services for Paradip Port; project administration. Reconnaissance mission to Calcutta Port. Evaluation of corporatisation potential in Haldia Port.
03/1997 – 05/1999	ADB - G. Hecker, Department Director	ADB Project Economist	Bangladesh	<i>Chittagong & Mongla Port Commercialization</i> : TA Fact-Finding Mission and Aide Memoire for Bangladesh: Port Upgrading Project; ToR, preparation of draft TA paper, evaluation of technical proposals and selection of consultant for TA project; project administration. Reconnaissance and fact-finding missions for Port Efficiency & Access Improvement Loan Project.
01/1997 – 10/1998	ADB - G. Hecker, Department Director	ADB Project Economist	Maldives	<i>Malé Terminal Construction and Port Commercialization</i> : Completion report on Second Male Port loan project. Fact-finding mission for TA project: Private Sector Participation in Maldives Ports; ToR, preparation of draft TA paper, evaluation of technical proposals and selection of consultant for TA project; project administration, workshop on private infrastructure; review mission to discuss tripartite meeting; consultant's performance evaluation report.
03/1995 – 04/1996	Ministry of Transport / HPC Hamburg GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Guatemala	<i>National Transport Master Plan of Guatemala</i> : Port rules and regulations; administrative, legal & environmental aspects and related issues were analysed. A comparison of all land-based facilities (infrastructure and superstructure) was drawn up including vessels and intermodal transport means (road and rail), and national and foreign shipping operators serving Guatemalan ports. A national port and maritime transport plan with short-, medium- (1996-2000) and long-term (2000-2015) activities was developed under consideration of administrative, legal and environmental aspects and related issues.
09/1995 – 02/1996	SATC / HPC Hamburg Port Cons. GmbH k.schmoecker@hpc-hamburg.de	Transport Economist	Mozambique	<i>Regional Transport and Communication Integration Study for Southern Africa (TACISSA)</i> : Present status and major constraints of the sectors, and future constraints were identified; performance criteria and development and evaluation of strategic options were defined; appropriate regional strategies, analysis of manpower resources and development, assessment of proposed investment plans, investment and policy action programme, and bidding documents for future logistics and shipping projects were prepared.
09/1995 – 11/1995	Mauritius Freeport Authority / HPC k.schmoecker@hpc-hamburg.de	Team Leader, Maritime Transport Consultant	Mauritius	<i>Feasibility study on Freeport Operations</i> : All data on both national and regional levels were collected and combined into a SWOT (strengths, weaknesses, opportunities & threats) analysis of competitive sea- and airborne transports through Port Louis, respectively the international airport. This analysis served as basis to estimate facilities and equipment requirements and to calculate economic and financial feasibilities.
07/1995 – 08/1995	Entebbe International Airport / HPC k.schmoecker@hpc-hamburg.de	Transport Economist	Uganda	<i>Feasibility study of short-term rehabilitation and extension of air-cargo centre at Entebbe International Airport</i> : Potential (international demand and communications) and requirements (cooler/freezer chain) to export national primary products (roses, nil perch, etc.) were investigated. Based on forecast cargo types and volumes, storage and handling areas and facilities of the airport's facilities were designed. Finally prices of inputs in the region and overseas were collected and costs of refurbishing / upgrading these facilities were deducted.

Period	Employing organization & reference	Title/ Position	Country	Summary of activities performed relevant to the Assignment
03/1995 – 04/1995	Ministry of Transport / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Vietnam	<i>Vietnam's Integration into the World Economy: Market Prospects in the Port Sector:</i> Vietnam's transformation process and its impact on cross-border trade was assessed; an analysis of past and present cargo throughput in the country's major ports were analysed; a traffic forecast for dry and containerized cargo until the year 2005, and a description of the Vietnamese port sector including existing infra- and superstructure, problem areas, extension plans, and the size of investments and financing methods were elaborated.
10/1994 – 02/1995	Si-Chang Thong Development– HPC Hamburg Port Cons. GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Thailand	<i>Si-Chang Thong Terminal Development Phase 1 - Study for Updating the Pre- and On-Carriage Study and Market Analysis:</i> The existing economic situation in Thailand and the surrounding region and demand forecasts of its future development, the current freight market in the greater Bangkok area and a forecast of its future growth and of container traffic in the port of Bangkok were analysed. Its development was projected; and Si-Chang Thong's competitors were evaluated and assessed covering their current performance and future prospects. The potential market share of the new Si-Chang Logistics Terminal was quantified; a comprehensive marketing strategy to maximize the business obtained and an overall viability analysis for the terminal were elaborated.
09/1994 – 10/1995	Ministry of Transport / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Russian Federation	<i>Transport Corridor Study via Black Sea Ports including strategic development of port and shipping investments:</i> Competitive advantages and disadvantages of such a connection were analysed as against road- and rail-based faster but lower-capacity cross-border connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe.
11/1993 – 02/1994	Ministry of Transport / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Mozambique	<i>Mozambique Feeder Shipping Services Feasibility Study and Plan of Action:</i> Demand for feeder services was updated; traffic options for passengers and freight were analysed and the optimum strategy was recommended; investment needs for ships and port infrastructure and a strategy for development of small scale operators and their access to finance equipment and spare parts were identified; access criteria and required regulatory changes were recommended, taking previous relevant studies into account; and a restructuring and financing strategy enabling the government-owned shipping line to provide competitive feeder and intermodal services on a commercial basis was proposed.
09/1993 – 11/1993	Ghana Civil Aviation Auth. / HPC k.schmoecker@hpc-hamburg.de	Transport Economist	Ghana	<i>Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra:</i> Bid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.
04/1993 – 07/1993	Volta Lake Transport Company / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Ghana	<i>Feasibility Study on Volta Lake Container Transport:</i> Existing container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of intermodal transport routes was elaborated; economic, financial and engineering and associated capital investments were analysed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.
05/1992 – 02/1993	Ministry of Transport / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Yemen	<i>Yemen Port Sector Strategic Development Study - Multi-Mode Transport Project:</i> Population distribution and development, traffic forecast, port infrastructure and equipment requirements were investigated; port operations efficiency was benchmarked against competitors; and measures to optimize present terminal operations were proposed
11/1991 – 12/1991	BEHALA Berlin / HPC GmbH k.schmoecker@hpc-hamburg.de	Port, Maritime and Overland Transport Consultant	Germany	<i>Future Use of Barges in Traffic to Berlin (development of inland waterways transport of Berlin):</i> Planned development of the inland waterways to Berlin and quality of infrastructure and superstructure of the ports were analysed; traffic-demand forecasts by barges were elaborated; necessary developments and future requirements for port services were specified; and macro-economic effects of the extended intermodal cargo flows were evaluated; finally, suitability of port locations in the Berlin area was defined.

Period	Employing organization & reference	Title/ Position	Country	Summary of activities performed relevant to the Assignment
10/1991 – 02/1992	SEAPA / HPC Hamburg Port Consulting GmbH k.schmoecker@hpc-hamburg.de	Port Economist	Saudi Arabia	<i>Privatization Potential of Cargo Operations in SEAPA Commercial Ports</i> : Activities comprised comparison, revision and rebate proposals of competitive tariff structures and financial accounts, definition of management information systems, performance indicators, berth occupancy, and capacity utilization of handling equipment. Net-profit sharing on a percentage basis was not advised as long as lease contractors resisted to periodical and complete opening of financial accounts. On contrast, issuance of fixed rental contracts over long periods was recommended if revenues were to be calculated under estimated future cargo volumes.
03/1991 – 07/1991	SEAPA / HPC Hamburg Port Consulting GmbH k.schmoecker@hpc-hamburg.de	Port Economist	Saudi Arabia	<i>Cost-Benefit Structure of Major Commercial Ports</i> : A preliminary cost-benefit analysis of all SEAPA ports was conducted to determine their productivity and consequent competitive ability to offer rebates and save expenditures. To this aim, the finance and revenue departments of all ports were visited to improve and complete formats on revenue and expenditure breakdowns. At the same time, budget statements and other available information on trading accounts were collected. The results of these port visits were worked into individual financial breakdown of costs and revenues as generated by the various terminals and port services. Cost-benefit analyses of the ports at Jeddah and Dammam were finalized to determine their productivity as the only ports utilizing a cost-centre system.
03/1990 – 08/1990	SEAPA / HPC Hamburg Port Cons. GmbH k.schmoecker@hpc-hamburg.de	Port Economist	Saudi Arabia	<i>Potential Rebates and Discounts in the SEAPA Unified Tariff 1985</i> : Introduction of competitive discount rates to shipping lines on annual minimum container and bulk-cargo volumes was recommended, to consider tariff rebates during low seasons in order to balance commodity imports throughout the year, to grant rebates on specific cargo types at certain SEAPA ports, where berthing and handling facilities were underutilized, and on transit commodities on a case-to-case basis, where need arises from national over-demand or under-supply
03/1988 – 05/1988	MEP / UNDTCD - Dr. Hak Su Kim, CTA	Associate Expert	Solomon Islands	<i>Provincial Development Plans</i> : Provincial development plans and planning meetings, training in sector and regional planning were coordinated; technical assistance in the form of provision of data, maps, reviewing and editing the plan, planning workshops and project proposals, presentation of workshop manuals was provided.
03/1987 – 08/1987	MEP Ministry of Economic Planning / UNDTCD - Dr. Hak Su Kim, CTA	Associate Expert	Solomon Islands	<i>Regional Distribution of Project Benefits and Financial Contributions</i> : A National Regional Report (NRR) was drawn up to collect and elaborate existing regional data, aggregating sub-provincial data, sector objectives and constraints onto a provincial level; describing this specific and other general underlying present problems of the island nation, and investigating the future prospects of production and distribution of her resources. Subsequently, projects were appraised for funding by international donor agencies.
11/1986 – 10/1988	MEP / UNDTCD Dr. Hak Su Kim, CTA	Associate Expert	Solomon Islands	<i>Development Planning Activities</i> : Elaboration of National Development Plan - 1985-89, Mid-Term Review 1987, Annual Action Plans, Programs of Action 1987-1989, and Development Budgets 1987 and 1988.
03/1985 – 04/1986, 02/1989 - 05/1989	Africa Institute of South Africa - Dr. Denis Venter, Director	Economic Researcher	Southern Africa	<i>Macroeconomic Linkages among Southern African Countries</i> : This study aimed at laying open the economic dependencies between South Africa and the front-line states in the sectors of agriculture, mining, water management, basic needs, labour migration, technology, cross-border transport, industry, trade and finances. Parallel to this description, it took account of the potential effects of these dependencies onto the development potential in the region. Subsequently, the study discussed the consequences of diminishing these interactions through economic sanctions imposed by South Africa, and finally advises on an alternative to any such economic sanctions.
06/1983 – 09/1983	Liwonde Agricultural Development Division Management, K. G. Bauer, Programme Manager, NRDP	Research Fellow	Malawi	<i>Crafts and Small-Scale Enterprises in the Economic Fringe of a Southern African Developing Country</i> : This study was a result of field studies conducted in the Kawinga region of the Republic of Malawi. Kawinga, which is situated in the East part of the Southern Region, represents a typically remote rural area. With its long distances and seasonally restricted transport routes to urban and semi-urban areas, and with its economical seclusion to the East by an officially impenetrable border to Mozambique, Kawinga shows all disadvantages of an economically inactive region, where a selective out-migration takes place over large populated areas. In a field survey, 14 different branches in seven different kinds of location with declining centrality were identified. The study contains the proceeding and major results of this field survey.

15. Other relevant Professional Experience:

Country	Organization	Date: From/To	Position	Job Description
Japan	United Nations Center for International Development	11/87 – 12/87	Associate Expert	Sub-national project management in small island nations
Germany	Gewos GmbH, Institute for Urban Planning	09/82 – 10/82	Member of a multidisciplinary planning group	Structural analysis of rural infrastructure and social investments for the project "EEC Integrated Rural Development Program"
USA	State University of New York	09/81 – 05/82	Teacher and tutor	Classroom education in fields of German language, economy and geography
Germany	City Planning Dept. Würzburg	07/81 – 08/81	Internship	Analysis of stationary traffic in the center of Würzburg-Heidingsfeld
Germany	Various surveying companies	06/79 – 07/81	Internship	Accuracy-leveling with Ni-2 and planar plate AGA, trigonometric measurements with electronic theodolite Wild T-1

16. Other relevant Information (selected publications):

- Macroeconomic Linkages among Southern African Countries, IFO-Institut für Wirtschaftsforschung München, Afrika-Studien 117, Weltforum Verlag München, Köln, London, 1990, 225 p.
- A Social Studies Atlas of Solomon Islands, Curriculum Development Centre / Ministry of Education and Culture, Honiara, Sept. 1990, 59 p. (co-author)
- Solomon Islands Country Monograph - Regional Planning Conceptions and Instruments, UNDP Publications, New York, 1989, 90 p. (co-author)
- Resource Production and Distribution in the Solomon Islands, Deutsche Gesellschaft für Asienkunde, Asien, Nr. 33, 1989, 26 p.
- Crafts and Small Enterprises in the Economic Periphery of Malawi, Africa Insight No.3, Pretoria, RSA, Aug. 1986, 8 p.
- Black Commuters in South Africa, Africa Insight No.1, Pretoria, RSA, Aug. 1986, 18 p.
- Crafts and Small-Scale Enterprises in the Economic Fringe of a Southern African Developing Country - An Empirical Analysis of Situation and Potential in the Kawinga Region in Malawi, EG-Pressestelle, Bonn, 1984, 129 p.