## **CURRICULUM VITAE**

#### 1. Proposed Position:

- 2. Name of Firm:
- 3. Name of Staff: Udo WITULSKI
- 4. Date of Birth: 17 October 1957
- 5. Years with firm/entity:
- 6. Nationality: German

# 7. Membership to professional bodies: DVAG Deutscher Verband f. Angewandte Geographie, German Association for Applied Geography

#### 8. Details of tasks to be assigned

#### 9. Key Qualifications:

Due to my career as Project Economist in ADB and as Project Coordinator in UNDTCD, I am familiar with all phases of project/program formulation and implementation, including international tenders, and am very experienced with donorand private sector-funded development projects and programs. During the last years, I have specialized as transport economist with specialization in the fields of project identification, appraisal, formulation, funding, implementation, monitoring and evaluation of transport projects; economic and financial analysis of transport systems; studies on privatization of state-owned port and transport companies; international investment and trade promotion; government departmental restructuring; and international marketing of transport enterprises to be privatized. I am just finalizing a project as Team Leader / Inland Waterway Planner, in which - among others – I have evaluated the economic and financial feasibility of various expansion projects for the Vietnam Inland Waterways Administration.

#### **Countries of Work Experience:**

Saudi Arabia, Yemen, Jordan, Syria, Kuwait, Egypt, Azerbaijan, Georgia, Turkmenistan, Mauritius, Togo, Uganda, Guinea, South Africa, Mozambique, Malawi, Algeria, Croatia, Albania, Bulgaria, Slovenia, France, Germany, Guatemala, Vietnam, Thailand, Philippines, Maldives, Bangladesh, India, Pakistan, Sri Lanka, China P.R., Solomon Islands

Name of	
assignment or	Investment Promotion within the Egyptian Transport Sector
project	
Year	02/2013 – ongoing
Location	Egypt
Client	MoT Ministry of Transport (contractor: IDOM Ingenieria y Consultoria SA, Ms. Luisa Martinez Colom / Program Director, Avda. Zarandoa 23, 48015 Bilbao (Spain), +34-93-4092222, luisa.martinez@idom.com)
τρατιικρς	The objective of the Consultancy is to review "Addendum 6" to evaluate its financial objectivity as advised by the Shoura Council. The Ministry of Transport regards this effort as crucial to its efforts aimed at alleviating obstacles facing one of its largest investment projects in the container handling industry.
Position held	Senior Transport Economist
Activities performed	Comparison of port dues, cargo handling and storage charges from Egypt and the nearer region for Red Sea Ports Authority (RSPA) to better understand the market and to estimate possible royalty payments. Calculation of revenues to facilitate estimates of rate of return on investment, profitability, and 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 in Egypt to potential investors. Assistance in preparation of concession agreements for container terminals in Ain Sokhna Port and East Port Said Port.
Name of assignment or project	Institutional Support to Vietnam Inland Waterway Administration
Year	08/2011 – 12/2013
Location	Vietnam
Client	VIWA Vietnam Inland Waterway Administration (contractor:UNICONSULT Universal Transport Consulting GmbH, Mr. H. Beyer, Project Director, Burchardkai 1, 21129 Hamburg/Germany, +49-40-74008107, h.beyer@uniconsult-hh.de)
Main project	The aim of this technical assistance was to enhance inland waterway transport as part of a multi-modal transport
features	system and to support VIWA in managing the inland-waterways network
Position held	Team Leader and Inland Waterway Planner
Activities performed	Defined 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. Developed a five-

#### 10. Last Assignments

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	year strategic plan for sustainable inland waterway management, with priority objectives, supporting work program and budget plans based on performance scorecard specifying business targets, safety, design and customer service standards and their corresponding actions to achieve them. Undertook an in-depth assessment of functions, organizational structure and recommendations for improvement of river-port management. Prepared business cases / feasibility studies for development of provincial ports to be financed by World Bank.
Name of	
-	SEC Project Maintenance Study
Year	03/2013 - 09/2013
Location	Saudi Arabia
Client	MoEP Ministry of Economy and Planning (contractor:Wagener & Herbst Management Consultants GmbH, Mr. Ralf Behrens / Project Team Leader, Große Weinmeisterstr.9, 14469 Potsdam, Germany, +49-3312-750446, r.behrens@wagener-herbst.com)
features	Assessment of project O&M cost considerations at infrastructure planning stage
Position held	Infrastructure Planning and Operation & Maintenance Monitoring Expert
performed	Transport and infrastructure 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 lifecycle cost comparison, workshop preparation, reporting.
Name of	Anaklia Seaport Development and Construction Study (ASDCS)
Year	09/2012 - 03/2013
Location	Georgia
Client	Georgian Railway JSC (in subcontract ILF Beratende Ingenieure ZT GmbH, Mr. Joel Baret, Project Manager, Tamar Mepe 15, 0112 Tbilisi, Georgia, +995-32199453, Joel.Baret@ilf.com)
Main project	The Seaport Development Study is aimed at identifying the elements for the construction of Anaklia Seaport in a manner that shall enable the Client to operate the Seaport with full scale after the finish of all activities enumerated in the Study. The seaport shall primarily concentrate on containers and bulk cargo handling operations.
	Traffic Forecast Expert
	All the works related to establishing a traffic forecast along the E-60 Highway distributed through the existing ports of Poti and Batumi against the envisaged port in Lazika. The main objective of the traffic forecast was to provide enough information for the contractually agreed Master Plan Study. The results of the activities were presented in a Traffic Forecast Report.
Name of assignment or project	TRACECA Transport dialogue and interoperability between the EU and its neighbouring countries and Central Asian countries
Year	05/2009 - 07/2011
Location	Azerbaijan
Client	European Commission Brussels / TRACECA Permanent Secretariat Baku (contractor:Dornier Consulting GmbH, Mr. R. Behrens, Platz vor dem Neuen Tor 2, 10115 Berlin, +30-25399142, ralf.behrens@dornier-consulting.com)
Main project features	see Activities performed
Position held	Team Leader and Key Expert
Activities	Political dialogue with representatives of the TRACECA member countries, definition of future road, rail and ferry 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
Name of assignment or project	Traffic and Transport-Cost Forecast and Market Report
Year	09/2008 - 04/2009
Location	Yemen
Client	PCDP Port Cities Development Program (contractor: The Cornell Group Inc., Mr. P. Arora, Exec. Vice President, 4085 Chain Bridge Rd, Fairfax, Virginia 22030, USA, +1-703-9340214, parora@thecornellgroup.com)
Main project features	A comprehensive National Port Strategy was to be elaborated incorporating all port hinterland connections
-	Maritime and Overland Transport Consultant
Activities performed	Traffic forecast established a sound picture of the cargo volumes to be expected between the individual Yemeni ports on the specific national overland transit and internal highways. The transport-cost forecast and market report subsequently lined out the infrastructural deficits of the national road network and calculated the costs on individual highways connecting the ports with their major demand centres.

Name of	
	Reorganization of the Jordanian Ministry of Transport
project	
Year	06/2008 - 08/2008
Location	Jordan
Client	Ministry of Transport & Communication (in subcontract Mr. B. Chatelin, Project Manager, bernard.chatelin@wanadoo.fr)
Main project features	see Activities performed
Position held	Senior Transport Economist
Activities	
performed	Development of short, medium and long-term Transport Policy and Strategy
Name of assianment or	Traffic Forecast and Financial Feasibility of Modernizing Syrian Seaports (LPGC Lattakia Port General Company)
project	
Year	10/2007 – 05/2008
Location	Syria
Client	Lattakia Port General Company (contractor: Inros Lackner AG, Mr. M. Morisse, Teamleader, Remscheider Str. 10, 26954 Nordenham, +49-4731-923103, MorisseConsult@t-online.de
Main project features	The Syrian Government had decided to have the private sector participate in the further development and operations of the port of Lattakia
Position held	Maritime and Overland Transport Consultant
Activities performed	A financial analysis determined future national and transit cargo volumes along the entire national highway network through the port of Lattakia, and therefrom 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. Finally, 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.
Name of	
-	Karachi Harbour Crossing – Economic and Financial Feasibility of Hinterland Road Connection
Year	12/2007 – 02/2008
Location	Pakistan
Client	KPA Karachi Port Authority (contractor: Inros Lackner AG, Mr. Ch. Wulf-Andersen, Project Manager, Rosa-Luxemburg- Str.16, 18055 Rostock, +49-381-4567762, christian.wulf-andersen@inros-lackner.de
Main project	This study had to calculate the most beneficial hinterland connection to the port of Karachi in both financial and
features	economic terms
Position held	Senior Transport Economist
Activities performed	The evaluation consisted of two approaches: (1) Financial appraisal to investigate the long-term financial performance and the return of the investment gained by revenues when operating the KHC; and (2) Economic appraisal comprising a cost-benefit analysis - thus including socio-economic and environmental considerations related to traffic and urban development.
Name of assignment or project	Shortened Port Development Plan for the Port of Tartous
Year	05/2007 - 10/2007
Location	Syria
Client	Tartous Port Authority (in subcontract Mr. H. Rapp, Teamleader, +49-98-627295, hartmut_rapp@hotmail.com)
Main project features	Proposed extension possibilities were validated as to their financial implications by applying a proved calculation model
Position held	Senior Transport Economist
	Revenues were predicted to grow in line with traffic trends, traffic volumes were expected to be similar for all
Activities performed	extension options. The financial analysis included all revenues chapters, as given by the Tartous Port Tariff for predictable revenue incomes. As measure for the financial return from the contract options, the financial internal rate of return (FIRR) was calculated on the net cash flows.
Name of assignment or project	Implementation Protocol for the Establishment and Funding of the National Transport Fund
Year	08/2006 - 12/2006
Location	Solomon Islands
Client	MoT Ministry of Transport (contractor: GOPA, Dr. B. Brunnengraeber, Project Director, Hindenburgring 18, 61348 Bad Homburg, +49-6172-930528, bernd.brunnengraeber@gopa.de)

Main project features	see Activities performed
·	Shipping Specialist
Activities performed	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.
Name of assignment or project	Actualization of the Lomé Port Master Plan
Year	05/2006 - 06/2006
Location	Тодо
Client	Lomé Port Authority (contractor: Inros Lackner AG, Dr. K. Ammermann, Department Director, Lindenstr. 1A, 28755 Bremen, +49-421-6584122, klaus.ammermann@inros-lackner.de)
Main project features	Cargo figures were actualized by help of up-to-date traffic statistics
Position held	Port, Maritime and Overland Transport Consultant
Activities performed	Utilizing regional and national economic indicators and comparing those to the past traffic forecast of 1999, short to medium-term growth rates were concluded and a trend analysis for the next 15 years was elaborated. Finally, future traffic volumes were calculated distinguished by cargo types and by major commodities.
Name of assignment or project	Marketing & Business Strategy and Implementing Plans for Kuwait Ports Authority
Year	11/2005 – 04/2006
Location	Kuwait
Client	Kuwait Ports Authority (contractor: HPC Hamburg Port Consulting GmbH, Dr. K. Beplat, Teamleader, Von-Thünen-Str. 15, 22000 Hamburg, +49-40-82278273)
Main project features	General objectives of the Project were a comprehensive understanding of potential markets for Kuwait's commercial ports including analyzing trade flows on the Arabian Peninsula and in the Arabian Gulf, freight rates and vessel development, trade practices and institutional factors and medium to long-term traffic development in the region
Position held	Port, Maritime and Overland Transport Consultant
Activities performed	A strategy was formulated for practical implementation to increase the ports' competitive position by 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; identification of sea-air services along port hinterland highways, 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 regional trade; and transforming customer requirements into facilities and dedicated services by way of improving the ports' financial, human and operational resources.
Name of assignment or project	Financial Analysis for the East Port of Conakry
Year	06/2005 – 07/2005
Location	Guinea
Client	Conakry Port Authority (contractor: Inros Lackner AG, Dr. K. Ammermann, Department Director, Lindenstr. 1A, 28755 Bremen, +49-421-6584122, klaus.ammermann@inros-lackner.de)
Main project features	Based on major traffic and financial indicators, a traffic forecast was drawn up
Position held	Senior Transport Economist
Activities performed	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 these services, a financial cost-benefit analysis and several financial indicators were provided on a spreadsheet with the possibility to alter basic calculation input figures.
Name of assignment or project	Development of Logistic Centre Lahr
Year	03/2005 – 07/2005
Location	Germany
Client	Lahr City Council (contractor: UNICONSULT Universal Transport Consulting GmbH, Mr. H. Beyer, Project Director, Burchardkai 1, 21129 Hamburg/Germany, +49-40-74008107, h.beyer@uniconsult-hh.de)
Main project	A sound method was developed to identify more than 150 logistics services in Germany, France and Switzerland

Industrial Development & Transport Expert
Proving that their specific location requirements for a combined road – rail – inland-waterway hub could be optimally
served by the IGZ and thus to induce them to move or expand to its area at Lahr.
Economic and Financial Cost-Benefit Analyses and Decision-Support to concessioning the Djen-Djen Container Terminal
11/2004 – 02/2005
Algeria
Ministry of Transport (contractor: Inros Lackner AG, Mr. R. Damkoehler, Project Director, Rosa-Luxemburg-Str.16, 18055 Rostock, +49-381-4567502, ralph.damkoehler@inros-lackner.de)
The Algerian port of Djen Djen was constructed as a bulk-cargo port about 20 years ago, when the requirements for present cargo types could not yet be fully foreseen. Our study had to identify the best process to include one large terminal, not yet quay-enforced nor equipped, into an overall port master plan and to determine the strengths, weaknesses, opportunities and threats of this approach by discussing the planning concept with shipping lines and other potential container-terminal operators.
Senior Transport Economist
Economic and financial cost-benefit analyses were elaborated by determining the feasibility of adding another
container terminal to this already rather well furnished Mediterranean region.
Port Sector Commercialization and Privatization Study on Strategic Port Development
03/2004 – 01/2005
Algeria
Ministry of Transport (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
Querall macro aconomic aconomic aconomy ware described
Overall macro-economic aspects of the Algerian economy were described.
Maritime and Overland Transport Consultant
Analyses covered traffic and throughput of each port; competition among the Algerian ports including evaluation of important liner services and of road catchment areas 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 road logistics and hinterland services; evaluation of requirements in view of commercialization of port activities including aspects of separation of private and public responsibilities; assessment of financial/economic implications of restructuring (impact analysis); and detailed commercialization/ privatization strategies for each port.
Master Development Plan of Shanghai Yachting Industry
Oct 2003
China P.R.
Shanghai City Council (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
see Activities performed
Maritime Transport Consultant
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of consequent requirements for marina space Rijeka Gateway Project Port/Urban Area Redevelopment Project
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of consequent requirements for marina space
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of consequent requirements for marina space Rijeka Gateway Project Port/Urban Area Redevelopment Project 03/2003 – 07/2003 Croatia Rijeka City Council (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O.
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of consequent requirements for marina space Rijeka Gateway Project Port/Urban Area Redevelopment Project 03/2003 – 07/2003 Croatia
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of consequent requirements for marina space Rijeka Gateway Project Port/Urban Area Redevelopment Project 03/2003 – 07/2003 Croatia Rijeka City Council (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de) The main objective of the project was to assess the costs and benefits of relocating the Passenger Terminal in the Port of Rijeka, Croatia, currently situated centrally in immediate proximity to the Rijeka CBD and representing the
Sail and motor yacht acquisition demand forecast was elaborated for yacht locations and for calculation of consequent requirements for marina space Rijeka Gateway Project Port/Urban Area Redevelopment Project 03/2003 – 07/2003 Croatia Rijeka City Council (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de) The main objective of the project was to assess the costs and benefits of relocating the Passenger Terminal in the Port of Rijeka, Croatia, currently situated centrally in immediate proximity to the Rijeka CBD and representing the only city access to the waterfront

accianment or	
assignment or project	
Year	10/2002 – 02/2003
Location	Albania Durree Port Authority (contractory UPC Hamburg Port Consulting CmbH, Mr. K. Schmösker, Doportment Director
Client	Durres Port Authority (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director,
	P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
Main project	The objective of the project was to assist the port of Durres in the privatisation of stevedoring and other port services and in preparing and implementing the required institutional and legal reforms. While the port authority was to
Main project features	remain a landlord, port services were to be provided by the private sector under competitive conditions involving
jeutures	leases, concessions or service agreements.
Position held	Senior Transport Economist
Activities	Advice on principles for calculating appropriate charges and leasing arrangements was detailed, and a business plan
performed	to commercialize stevedoring services was elaborated.
Name of	
-	Operation Performance Evaluation and Review Report for the Port of Turkmenbashi
project	
Year	07/2002 – 08/2002
Location	Turkmenistan
Location	
Client	Turkmenbashi Port Authority (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
Main project	The objective of the project was to assist the port of Durres in the privatisation of stevedoring and other port services
Main project features	and in preparing and implementing the required institutional and legal reforms.
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Position held	Port and Maritime Transport Consultant
	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
Activities	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
performed	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.
Name of	
assignment or	Strategic Study on the viability of establishing European Rail Traffic Management System on selected railway lines in
project	the CEECs
Year	08/2001 – 10/2001
Location	Slovenia
	Ministry of Transport & Communication (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker,
Client	Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
Main project	
features	see Activities performed
-	Senior Transport Economist
	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
Activities	and cargo capacities were calculated and developed into a train frequency and capacity forecast. Utilizing cost figures
performed	provided from other team members plus present and anticipated train fares, the economic feasibility of upgrading a
	railway link was then calculated.
Name of	
-	Container terminal performance and capacity evaluation of Fos-Marseille
project	
Year	06/2001 07/2001
Location	France
	PMA Marseille Port Authority (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department
Client	Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
Main project	
features	see Activities performed
Position held	Port and Maritime Transport Consultant
	Current capacity of the terminal and its growth potential were assessed; methods for the improvement of market
Activities	acceptance and integration were analyzed; present terminal productivity was benchmarked against competitors; and
performed	measures to optimize present terminal and implementation schemes were proposed.
Name of	
-	New Caspian shipping services Business Plan - TRACECA Caspian Shipping Lines Project
project	
Year	02/2001 – 05/2001
	- ,

Client         European Commission Brussels (contractor-HPC Hamburg Port Consulting GmbH, Mr. & Schmöcker, Department, Director, P.O. Box 111405, 2014 Hamburg, +49-40-7408130, k.schmoecker@hpc-hamburg.de)           Main project         The main objective of the study had been to analyze the technical, financial and economic feasibility of establishing a shipping line in the Caspian port of Baku offering Ferry services across the Caspian Sea as an important link of this Treatmanting the potential revenues based on various cargo-forecast scenarios of coastal against road transport, 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 under the various scenarios were established, complete with risk and sensitivity analyses.           Nome of assignment or         Colombo Port South Harbour Container Terminal Development project           Vacation         Sri Lanka           ADB Asian Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ Philippines           Main project         cost-benefit calculations under private-sector participation; comparison of Colombo Port against the Hikaduwa site; to consultant selection and negotiation for up-front field investigations; theraut sea data data finding missions to Sr Lanka for Colombo Port against the Hikaduwa site; to consultant selection and negotiation for up-front field investigations; theraut sea data data finding missions to Sr Lanka for Colombo Port against the Hikaduwa site; to consultant selection and negotiation for up-front field investigations; theraut sea data sea data field data diministration. Lana, aparaisal and preparation South Asia Gateway Terminals	Location	Azerbaijan
Untertor, P.O. Box 111406, 2014 Hamburg, 4-94 74008130, Kschmoecker@hpchamburg.de)           Moin project         main objector of the study fab been to analyze the technical, financial and economic feasibility of establishing establ		
Non-Introductor         Shipping line in the Caspian port of Baku offering ferry services across the Caspian Sea as an important link of this           Position held         Maritime and Overland Transport Consultant           Activities         Protector Activities           Position held         Maritime and Overland Transport Consultant           Activities         Protector Activities           Protector Activities         Protector Activities           Activities         Protector Activities           Protector Activities         Protector Activities           Activities         Protector Activities           Protector Activities         Pro	Client	Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
International Section 2015         Section Peter Section 2015         Sectin 2015 </td <td>Main project</td> <td></td>	Main project	
Position held         Maritime and Overland Transport Consultant.           After estimating the potential revenues based on various cargo-forecast scenarios of coastial against road transport, Mediterranean market, all direct and indirect operating costs were calculated, and financial internal rates of return under the various cargo-forecast scenarios were established, complete with risk and sensitivity analyses.           Nome of vertex of columbo Port South Harbour Container Terminal Development         Project Columbo Port South Harbour Container Terminal Development           Vere 1         10/1997 – 12/2000         South Harbour Container Terminal Development           Vere 1         10/1997 – 12/2000         South Harbour Container Terminal Development           Vere 1         10/1997 – 12/2000         South Harbour Container Terminal Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/           Main Dripet         ADB Project Economist         Cost-benefit calculations under private-sector participation; comparison of Colombo Port against the Hikaduwa site; recornalisance and fact-finding missions to Sr Lanka To Colombo Port South Harbour Development Project; mission to Sr Lanka To Colombo Port South Harbour Development Project; mission at Stak-holder seminar; project administration. Loan appraisal and preparation South Asia Gateway Terminals for the Colombo Port Project; TeR Kort System Sector participation; comparison of Colombo Port South Harbour Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/           Vere 0         05/1997 – 03/2000           Location         Solagon Port Rehabi	features	
After estimating the potential revenues based on various cargo-forecast scenarios of costal against rout fransport, weiditerranean market, all direct and indirect operating costs were estinulated, and financial internal rates of return under the various scenarios were established, complete with risk and sensitivity analyses.           Nome of assignment or Colombo Port South Harbour Container Terminal Development argiett         Colombo Port South Harbour Container Terminal Development project           Year         10/1997 – 12/2000         Colombo Port South Harbour Container Terminal Development project           Wear         ADB Asian Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ Philippines           Main project searchivities performed         Searchivities performed           ADB Poject Economist         Cost-benefit calculations under private-sector participation; comparison of Colombo Port against the Hikaduwa site: reconnaissnee and fact-finding missions to Sri Lania for Colombo Port South Narbour Development Project; mission to CCF and OCD in Tokyo; consultant selection and negotiation for up-front field investigations; tripartite meeting and stabeholder seminary project administration. Cona papriasian and preparation South Asia Gateway Terminals for the Colombo Port Project; ToR for strategy study and poverty reduction analysis as add-on.           Wear         O/s/1997 - 12/2000           Gatarion         Vietman           ADB Asian Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ Philippines           Moin project         Sea Christies performed		
Activities         vessel purchase costs were estimated by inquiring the costs for second-hand 15-20 year-old vessel from the meridinance internal rates of return under the various scenarios were established, complete with risk and sensitivity analyses.           Name of assignment or         Colombo Port South Harbour Container Terminal Development Improved Internal rates of return under the various scenarios were established, complete with risk and sensitivity analyses.           Vear         10/1997 - 12/2000           Calentho         She Asian Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/           Mini project         See Activities performed           Postion held         ADB Project Economist           Cativities         Cot-benefit Calculations under private-sector participation; comparison of Colombo Port against the Hikaduwa Site; Unsion to Cot-benefit Calculations under private-sector participation for up-front fold investigations; tripartite meeting and stateholder seminar; project administration. Loan appriate) and preparation South Asia Gateway Terminals for the Colombo Port Project; Tos Nor strategy study and poverty reduction analysis as add-on.           Nome of sagon Port Rehabilitation         Salon Port Rehabilitation           Vear         05/1997 - 12/2000           Location         Vietnam           Project administration of Salgon Port Loan Project; review missions, donor coordination conference in Hanoi; realization for up-formed           Restrict administration of Salgon Port Loan Project; review missions, donor coordination conference in Hanoi;	Position held	
performed         Mediterranean market, all direct and indirect operating costs were ealculated, and financial internal rates of return under the various scenarios were established, complete with risk and sensitivity analyses.           Name of assignment or Colombo Port South Harbour Container Terminal Development arroject         Colombo Port South Harbour Container Terminal Development Terminal Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ Philippines           Moin project features         See Activities performed           Cost-benefit calculations under private-sector participation; comparison of Colombo Port against the Hikaduwa site; reconstasance and fact-finding missions to Sri Lanka for Colombo Port South Harbour Development Project; mission to CEC and OCDI in Tokyo; consultant selection and negotiation for up-front field investigations; thrpartite meeting at sikeholder seminar; project administration. Lona appraisal and preparation South Asia Gateway Terminals for the Colombo Port Project; ToR for strategy study and poverty reduction analysis as add-on.           Nome of assignment or Selgon Port Rehabilitation project         Selgon Port Rehabilitation           Year         0/1997 - 12/2000           Lacation         Vietnam           Clent MDB Project Conomist         Reactivities performed           Positian held         ADB Project Conomist           Wain project         Reactivities performed           Vear         0/1997 - 12/2000           Lacation         Vietnam           Clent         ADB Project Conomist </td <td>A</td> <td></td>	A	
under the various scenarios were established, complete with risk and sensitivity analyses.           Name of assignment or Vear         Colombo Port South Harbour Container Terminal Development           Vear         10/1997 - 12/2000           Location         Sn Lanka           Client         ADB Asian Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ Philippines           Main project         see Activities performed           Features         See Activities performed           OCCF and OCDI in Tokyo; consultant selection and negotiation for upfromt 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.           Name of assignment or project         Salgon Port Rehabilitation           Vear         05/1997 - 12/2000           Location         Vietnam           Client         ADB Asian Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ philippines           Position held         ADB Project Economist           Client         ADB Asian Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ project           Project administration of Salgon Port Loan Project; review missions, donor coordination conference in Hanoi; Activities           Project administration or Salgon Port.		
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Activities Reconnai	issance and appraisal missions for Chennai Port loan project; loan and contract negotiations; inception and
Imonitori	ng missions; loan project administration; completion report. ToR, appraisal, contract negotiations and
nertormen	ration of TA project: Enhanced India Ports Policy, as add-on.
Name of	
assignment or Ennore C	Coal Port Construction
project	
	- 01/2000
	-01/2000
Location India	
Client ADB Asia Philippine	n Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ es
Main project features	ities performed
Position held ADB Proj	ect Economist
	e meeting and completion report on Madras & Ennore Ports Development Study; Traffic Analysis for Coal
	an Project.
Name of	······································
assignment or Paradip F	Port Bulk Terminal
project	
Year 05/1997	- 01/2000
Location India	
Client ADB Asia Philippin	n Development Bank, Dr. G. Hecker, Department Director. Transport & Communication West, Manila/ es
Main project	ities performed
	ect Economist
	ary evaluation of future throughputs in Paradip Port. ToR, preparation, evaluation of technical proposals and
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Activities performed selection	of consultant for TA project: Planning & Management Services for Paradip Port; project administration. issance mission to Calcutta Port. Evaluation of corporatization potential in Haldia Port.
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Main project	Objective of this study was the preparation of a regional transport integration plan in the port and shipping sector, including possibilities for the introduction of harmonized policies and additional cooperation with particular respect
	to maritime safety and environmental issues. Special attention was paid to the impact of South Africa joining the Southern Africa Development Community.
Position held	Transport Economist
	Present status and major constraints of the sectors and future constraints were identified; performance criteria and development and evaluation of strategic options were defined; an appropriate regional strategies, analysis of manpower resources and development, assessment of proposed investment plans, investment and policy action program, and bidding documents for future road and port projects were prepared.
Name of assignment or project	Feasibility study on Freeport Operations
Year	09/1995 – 11/1995
Location	Mauritius
ιμρητ	Mauritius Freeport Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
	Due to its geographical location in the Indian Ocean, the government of Mauritius intended to develop its nation into a transhipment hub for both sea- and airborne cargoes.
Position held	Port and Maritime Transport Consultant
	All data on both national and regional levels were collected and combined into a SWOT (strengths, weaknesses, opportunities & threats) analysis of 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.
Name of assignment or project	Feasibility study of short-term rehabilitation and extension of air-cargo centre at Entebbe International Airport
Year	07/1995 – 08/1995
Location	Uganda
ιμρητ	Entebbe International Airport (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
Main project	Potential (international demand and communications) and requirements (cooler/freezer chain) to export national
features	primary products (roses, nil perch, etc.) were investigated.
Position held	Transport Economist
Activities performed	Based on the forecasted cargo types and volumes, storage and handling areas and facilities of the airport's cargo- handling and storage facilities were designed. Finally prices of inputs in the region and overseas were collected, and costs of refurbishing / upgrading these facilities were deducted.
Name of assignment or project	Vietnam's Integration into the World Economy: Market Prospects in the Port Sector
Year	03/1995 – 04/1995
Location	Vietnam
	Ministry of Transport (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
	The objective of the study was to analyse the market prospects in the Vietnamese port sector following the country's integration into the world economy.
Position held	Maritime and Overland Transport Consultant
performed	Vietnam's transformation process and its impact on trade was assessed; an analysis of past and present cargo through-put in the country's major ports were analyzed; 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.
accianment or	Si-Chang Thong Terminal Development Phase 1 - Study for Updating the Pre- and On-Carriage Study and Market Analysis
Year	10/1994 – 02/1995
	Thailand
	Si-Chang Thong Development Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
ιμρητ	Department Director, P.O. Box 111400, 20414 Hamburg, +49-40-74008150, k.schmoecker@hpc-hamburg.de)
Client Main project	A private investor required assistance in developing a business plan to establish a container terminal on the island of
Client Main project features	A private investor required assistance in developing a business plan to establish a container terminal on the island of Si-Chang Thong in the Bay of Thailand
Client Main project features Position held	A private investor required assistance in developing a business plan to establish a container terminal on the island of

The Study served to find unsport routes to link the Russian heartical aloud violation with the Back Sea           Position held         Antime and Overland Transport Consultant           Obsition held         Antime and Overland Transport Consultant           Owner of signment of Project         Competitive advantages and disadvantages of such a connection were analyzed as against road- and rail-based faster but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe.           Name of Project         Competitive advantages and disadvantages of such a connection were analyzed as against road- and rail-based faster but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe.           Name of sociation         Mozambique Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de)           Main project         Covernment policy directed towards the restructuring of the national shipping industry comprised the reform of features         Costant Team 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 commercial basis was proposed.           Name of assignment or Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra project         Accura Year         Og/1993 - 11/1993           Locaction Ghana Cuil Avation Authority (contractor:HPC Hambu		
assignment or Transport Corridor Study via Black Sea Ports including strategic development of port and shipping investments project Veor Coctoon Russian Federation Client Ministry of Transport Contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Ros 111406, 2014 Hamburg,49-40-74008130, k.schmoecker@hpc-hamburg.de) Main project The study served to find transport routes to link the Russian heartland around Moscow to the Black Sea Position held Maritime and Overland Transport Consultant Competitive advantages and Glasdvantages of such a connection were analyzed as against road- and rail-based faster bud lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe. None of assignment or Muzambique Feeder Shipping Services Feasibility Study and Plan of Action project Year 11/1993 – 02/1994 Client Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de) Gostan Held Maritime and Overland Transport Consultant Client Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de) Main project Coveraminet policy directed towards the restructuring of the national shipping industry comprised the reform of features costal leeder shipping with significant private participation. Position held Maritime and Overland Transport Consultant Deam for Federa gainst road second and their access criteria and required regulatory changes were recommended, laking previous releavant studies into account; and a criteria and required regulatory changes were recommented. Jaking previous releavant studies into account; and a criteria on prevatory. Box Studies were the projection so a criteria and required regulatory changes were recommented. Jaking previous releavant studies into account; and a criteria and required regulatory changes were recommented. Jaking previous releavant studies into account; and a		and assessed covering their current performance and future prospects. The potential market share of the new Si- Chang Terminal was quantified; a comprehensive marketing strategy to maximize the business obtained and an
Year         09/1984 - 11/1995           Location         Russian Federation           Client         Ministry of Transport (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O.	assignment or	Transport Corridor Study via Black Sea Ports including strategic development of port and shipping investments
Location         Russian Federation           Client         Ministry of Transport (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 2014 Hamburg, :49-40-74008130, k.schmoecker@hpc-hamburg.de)           Main project         The study served to find transport routes to link the Russian heartland around Moscow to the Black Sea           Position held         Maritime and Overland Transport Consultant           Activities performed         Somplitive advantages and fusiadvantages of study sort a connection were analyzed as against road- and rail-based faster but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into western Europe.           Name of assignment or Worambique Feeder Shipping Services Feasibility Study and Plan of Action project         Mozambique           Gabinete de Coordenaca de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de)           Main projett         Gostinet de Coordenaca de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de)           Main projett         Gostine Ide Goordenaca against road services was updated; traffic options for passengers and freight were analyzed and the optimum stratego to Consultant           Main projett         Gostine Ide Goordenaca against road services was updated; traffic options for passengers and freight were analyzed and the optimmal scale option to consulta		09/1994 – 11/1995
Utility         Box 111406, 20414 Hamburg, +49-40-74008130, kschmeecker@hpc-hamburg.de)           Moin project         The study served to find transport routes to link the Russian heartland around Moscow to the Black Sea           Position held         Maritime and Overlandges and disadvantages of such a connection were analyzed as against road- and rail-based faster but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe.           Name of project         Morambique Feeder Shipping Services Feasibility Study and Plan of Action project           Vear         11/1993 – 02/1994           Location         Morambique           Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 20414 Hamburg, +49-40-74008130, kschmoecker@hpc- hamburg.de)           Moin project         Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 20414 Hamburg, +49-40-74008130, kschmoecker@hpc- hamburg.de)           Moin project         Government policy directed towards the restructuring of the national shipping industry comprised the reform of coastal feeder shipping with significant private participation.           Position held         Maritime and Overland Transport Consultant           Demand for feeder agains road services was updated; traffic options for passengers and freight were analyzed and the optimum strategy was recommended, investment needs for ships and port infrastructure and a strategy for development of	Location	Russian Federation
The Study served to find unsport routes to link the Russian heartical aloud violation with the Back Sea           Position held         Antime and Overland Transport Consultant           Obsition held         Antime and Overland Transport Consultant           Owner of signment of Project         Competitive advantages and disadvantages of such a connection were analyzed as against road- and rail-based faster but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe.           Name of Project         Competitive advantages and disadvantages of such a connection were analyzed as against road- and rail-based faster but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe.           Name of sociation         Mozambique Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de)           Main project         Covernment policy directed towards the restructuring of the national shipping industry comprised the reform of features         Cosatal feeder shipping with significant private participation.           Position held         Maritime and Overland Transport Consultant         Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed and the optimum strategy was recommended; investment needs for ships and port infrastructing and a strategy to criteria and required regulatory changes were recommended, taking previous relevant studies into account; and a cormerectial basis was proposed.	Client	
Activities         Competitive advantages and disadvantages of such a connection were analyzed as against road- and rail-based faster but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into western Europe.           Name of assignment or Project         II/1993 – 02/1994           Location         Mearabique Feeder Shipping Services Feasibility Study and Plan of Action project           Viear         11/1993 – 02/1994           Location         Mearabique           Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de)           Main project         Government policy directed towards the restructuring of the national shipping industry comprised the reform of features           Demand for feeder against roade services was updated; traffic options for passengers and freight were analyzed 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 performed           Signment or Project         Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra project           Ware of Signment or Project         Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra project           Ware of Signment or Project         In order to improve the efficiency and cost effectiveness of air cargo handling services at the Kot	Main project features	The study served to find transport routes to link the Russian heartland around Moscow to the Black Sea
Activities         but lower-capacity connections transiting the Ukraine to the Black Sea and transiting Belarus and Poland into Western Europe.           Nome of assignment of Mozambique Feeder Shipping Services Feasibility Study and Plan of Action project         Mozambique Feeder Shipping Services Feasibility Study and Plan of Action project           Weatern Europe.         Mozambique         Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de)           Moin project         Government policy directed towards the restructuring of the national shipping industry comprised the reform of coastal feeder shipping with significant private participation. Pesiton held           Position held         Maritime and Overland Transport Consultant           Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed and the optimum strategy was recommended; inexing previous relevant studies into account; and a restructuring and financing strategy enabling the government-owned shipping line to provide feeder services on a commercial basis was proposed.           Nome of assignment or project         Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra project Airport in Accra privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.           Position held         Transport Economist         Transport Economist           Activitities         Bid documents comprising fou	Position held	Maritime and Overland Transport Consultant
asignment or Project III/1993 – 02/1994 Location Mozambique Feeder Shipping Services Feasibility Study and Plan of Action Project III/1993 – 02/1994 Location Mozambique Client Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de) Moin project Government policy directed towards the restructuring of the national shipping industry comprised the reform of features Government policy directed towards the restructuring of the national shipping industry comprised the reform of features Government policy directed towards the restructuring of the national shipping industry comprised the reform of features Government policy directed towards the restructuring of the national shipping industry comprised the reform of features development of small-scale operators and their access to finance equipment and spare parts were identified; access performed arestructuring and financing strategy enabling the government-owned shipping line to provide feeder services on a commercial basis was proposed. Name of sasignment or Project Ghana Client Ghana Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de) Main project Project Fransport Economist Activities Bid documents for the lease of the airfreight center. Position held Transport Loomonist Activities Bid documents for the lease of the airfreight center. Position Jone Conomist Activities Bid documents for the lease of the airfreight center. Position Jone Conomist Activities Bid documents for the lease of the airfreight center. Position Jone Conomist Activities Bid documents comprising four volumes: tender and contract documents, background information, terms of performed reference and financial proposal were prepared. Name of Passibility Study on Volta Lake Container Transport Project Jone Conomist Activities Bid documents for the lease of the airfreight center.	Activities performed	
Location         Mozambique           Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K.           Glent         Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpchamburg.de)           Main project         Government policy directed towards the restructuring of the national shipping industry comprised the reform of coastal feeder shipping with significant private participation.           Position held         Maritime and Overland Transport Consultant           Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed 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 or 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 feeder services on a commercial basis was proposed.           Name of assignment or project         Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra projector.           Vear         09/1993 – 11/1993           Location         Ghana           Glenat Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)           Main project         Rofana Civil Aviation Authority (contractor:HPC Hamburg Port Consul	Name of assignment or project	Mozambique Feeder Shipping Services Feasibility Study and Plan of Action
Gabinete de Coordenacao de Projectos da Marinha (contractor:HPC Hamburg Port Consulting GmbH, Mr. K.           Client         Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, 449-40-74008130, k.schmoecker@hpc- hamburg.de)           Main project         Government policy directed towards the restructuring of the national shipping industry comprised the reform of coastal feeder shipping with significant private participation.           Position held         Maritime and Overland Transport Consultant           Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed 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 financing strategy enabling the government-owned shipping line to provide feeder services on a commercial basis was proposed.           Name of assignment or project         Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra project           Veor         09/1993 – 11/1993           Location         Ghana Client         Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)           In order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport to in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.           Position held         Transport Economist         Conomist	Year	11/1993 – 02/1994
Client       Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project       Government policy directed towards the restructuring of the national shipping industry comprised the reform of coastal feeder shipping with significant private participation.         Position held       Maritime and Overland Transport Consultant         Activities       Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed 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 feeder services on a commercial basis was proposed.         Name of assignment or reminal operation concept for the air freight terminal at Kotoka International Airport / Accra providistion Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project       In order to improve the efficiency and cost effectiveness of air cargo handing services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.         Rolin project       In order to improve the efficiency and cost effectiveness of air cargo handing services at the Kotoka International Airport in Accra, privat	Location	
features       coastal feeder shipping with significant private participation.         Position held       Maritime and Overland Transport Consultant         Position held       Maritime and Overland Transport Consultant         Activities       Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed 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 feeder services on a commercial basis was proposed.         Name of       Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra project         Veor       09/1993 - 11/1993         Location       Ghana         Client       Ghana Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         In order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.         Norme of sasignment or feasibility Study on Volta Lake Containe		Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc- hamburg.de)
Position held       Maritime and Overland Transport Consultant         Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed and         Activities       Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed and         Activities       Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed and         Activities       Demand for feeder against road services was updated; traffic options for passengers and freight erwinal as trategy 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 feeder services on a commercial basis was proposed.         Name of       assignment or         Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra privatisation was intended. Specialist consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project       forder to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.         Position held       Transport Economist         Activitizes <td< td=""><td></td><td></td></td<>		
Demand for feeder against road services was updated; traffic options for passengers and freight were analyzed 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 feeder services on a commercial basis was proposed.           Name of assignment or project         Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra project           Vear         09/1993 – 11/1993           Location         Ghana           Client         Ghana Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)           Main project features         In order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.           Position held         Transport Economist           Activities         Bid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.           Name of project         Volta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director,		
Activities performedthe 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 reguied reguilatory changes were recommended, taking previous relevant studies into account; and a restructuring and financing strategy enabling the government-owned shipping line to provide feeder services on a commercial basis was proposed.Name of assignment or projectTerminal operation concept for the air freight terminal at Kotoka International Airport / Accra projectO9/1993 - 11/1993 - 11/1993GhanaClientGhana Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoeck@npc-hamburg.de)Main project featuresIn order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.Position heldTransport Economist ActivitiesBid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.Name of assignment or projectVolta Lake Container Transport Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Min project featoredTransport Economist ActivitiesNome of performedSid documents comprising four volumes: tender and contract documents, background information, terms of reference and finan	Position held	
assignment or project       Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra         year       09/1993 – 11/1993         Location       Ghana         Client       Ghana Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project features       In order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.         Position held       Transport Economist         Activities       Bid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.         Name of assignment or Feasibility Study on Volta Lake Container Transport       Feasibility Study on Volta Lake Container Transport Project         Vear       04/1993 – 07/1993       Ovita Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P. O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project features       This project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.         Position held       Maritime and Overland Transport Consultant         Kristing container traffic and	Activities performed	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 feeder services on a
Year       09/1993 – 11/1993         Location       Ghana         Client       Ghana Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project       In order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.         Position held       Transport Economist         Activities       Bid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.         Name of assignment or project       Feasibility Study on Volta Lake Container Transport         Year       04/1993 – 07/1993         Location       Ghana         Main project       Volta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project       This project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.         Position held       Maritime and Overland Transport Consultant         Existing container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport consultant	-	Terminal operation concept for the air freight terminal at Kotoka International Airport / Accra
LocationGhanaClientGhana Civil Aviation Authority (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresIn order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.Position heldTransport EconomistActivities performedBid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.Name of assignment or projectFeasibility Study on Volta Lake Container TransportVear04/1993 – 07/1993 LocationLocationGhanaClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures w		09/1993 – 11/1993
ClientDirector, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main projectIn order to improve the efficiency and cost effectiveness of air cargo handling services at the Kotoka International Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.Position heldTransport EconomistActivitiesBid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.Name of assignment or projectFeasibility Study on Volta Lake Container TransportVear04/1993 – 07/1993LocationGhanaClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main projectThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantActivities performedExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.		
Main project featuresAirport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid documents for the lease of the airfreight center.Position heldTransport EconomistActivities performedBid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.Name of assignment or projectFeasibility Study on Volta Lake Container TransportVear04/1993 – 07/1993LocationGhanaClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantActivities performedExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.	Client	
Activities performedBid documents comprising four volumes: tender and contract documents, background information, terms of reference and financial proposal were prepared.Name of assignment or projectFeasibility Study on Volta Lake Container TransportVear04/1993 – 07/1993LocationGhanaClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantActivities performedExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.	Main project features	Airport in Accra, privatisation was intended. Specialist consultancy services were required to prepare tailor-made bid
performedreference and financial proposal were prepared.Name of assignment or projectFeasibility Study on Volta Lake Container TransportVear04/1993 – 07/1993LocationGhanaClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantActivities performedExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.	Position held	
Name of assignment or projectFeasibility Study on Volta Lake Container TransportYear04/1993 – 07/1993LocationGhanaClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.	Activities	
Year       04/1993 – 07/1993         Location       Ghana         Client       Volta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)         Main project features       This project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.         Position held       Maritime and Overland Transport Consultant         Existing container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.	-	
LocationGhanaClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantActivities performedExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.		04/1993 - 07/1993
ClientVolta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)Main project featuresThis project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.Position heldMaritime and Overland Transport ConsultantActivities performedExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.		
Main project features       This project produced a feasibility study covering the planning and design of comprehensive container handling and transport requirements.         Position held       Maritime and Overland Transport Consultant         Activities performed       Existing container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.		Volta Lake Transport Company (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department
Position heldMaritime and Overland Transport ConsultantActivitiesExisting container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.		This project produced a feasibility study covering the planning and design of comprehensive container handling and
Existing container traffic and facilities were assessed; a ten-year forecast of container imports and exports, specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.		
Activities       specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower requirements and training needs were defined; and operations procedures and tariff structures were designed.	rosition neiu	
	Activities performed	specification of road-transport routes was elaborated; economic, financial and engineering and associated capital investments were analyzed; floating and shore-based equipment requirements were assessed; manpower
	Name of	Yemen Port Sector Strategic Development Study - Multi-Modal Transport Project

assignment or	
project	
Year	05/1992 – 02/1993
Location	Yemen
Client	Ministry of Transport (contractor: HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O.
Client	Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
	The objective was to develop measures to provide the ports of Yemen, within the next decade, with efficient
Main project	operating procedures, up-to-date planning and trained staff. The project comprised four different elements: staffing
features	requirements and development program, economic and financial study, equipment and maintenance study and
	assistance in the procurement of maintenance tools and equipment.
Position held	Maritime and Overland Transport Consultant
Activities	Population distribution and development, traffic forecast on national road network through Yemeni ports, port
performed	infrastructure and equipment requirements were investigated; port operations efficiency was benchmarked against competitors; and measures to optimize present terminal operations were proposed
Name of	competitors, and measures to optimize present terminal operations were proposed
-	Future Use of Barges in Traffic to Berlin (development of inland waterways transport of Berlin)
project	
Year	11/1991 – 12/1991
Location	Germany
Client	BEHALA Berliner Hafen- und Lageranstalt (contractor:HPC Hamburg Port Consulting GmbH, Mr. K. Schmöcker, Department Director, P.O. Box 111406, 20414 Hamburg, +49-40-74008130, k.schmoecker@hpc-hamburg.de)
	Before 1990, inland waterway traffic to Berlin was restricted by the authorities of the former GDR. Following
Main project	unification, the competitiveness of barges had been improved and the further development of existing waterways
features	will increase the importance of inland shipping to Berlin. Bearing this in mind, the future of the ports in Berlin was
	evaluated including the feasibility of transhipment activities.
Position held	Maritime and Overland Transport Consultant
A ativitia a	Planned development of the inland waterways to Berlin and quality of infrastructure and superstructure of the ports
Activities performed	were analyzed; traffic forecasts by barges were elaborated and compared to competitive road transport; necessary developments and future requirements for port services were specified; and macro-economic effects of the
perjonneu	extended cargo flows were evaluated; finally, suitability of port locations in the Berlin area was defined.
Name of	
-	Privatization Potential of Cargo Operations in SEAPA Commercial Ports
project	
Year	10/1991 – 02/1992
Location	Saudi Arabia
Client	SEAPA Saudi Arabian Seaports Authority (contractor:GTZ Gesellschaft für Technische Zusammenarbeit GmbH, Mr. Schilling, Personnel Saudi Arabia, Dag-Hammarskjöld-Weg 1-2, 6236 Eschborn, Germany, Tel. +49-06196 790)
Main project features	see Activities performed
Position held	Port Economist
	Activities comprised comparison, revision and rebate proposals of tariff structures and financial accounts, definition
A ativitia a	of management in-formation systems, performance indicators, berth occupancy, and capacity utilization of handling
Activities performed	equipment. Net-profit sharing on percentage basis was not advised as long as lease contractors resisted to periodical
perjonneu	and complete opening of financial accounts. On contrast, issuance of fixed rental contracts over long periods was
	recommended if revenues were calculated under estimated future cargo volumes.
Name of	
-	Cost-Benefit Structure of Major Commercial Ports
project Vogr	02/1001 07/1001
Year	03/1991 – 07/1991 Saudi Arabia
Location	Saudi Arabia SEAPA Saudi Arabian Seaports Authority (contractor:GTZ Gesellschaft für Technische Zusammenarbeit GmbH, Mr.
Client	Schilling, Personnel Saudi Arabia, Dag-Hammarskjöld-Weg 1-2, 6236 Eschborn, Germany, Tel. +49-06196 790)
Main project features	Cost-benefit analysis of all SEAPA ports
Position held	Port Economist
	A preliminary cost-benefit analysis of all SEAPA ports was conducted to determine productivity and consequent
	ability to offer rebates and save expenditures. Finance and revenue departments of all ports were visited to improve
Activities	and complete formats on revenue and expenditure breakdowns. Budget statements and other available information
performed	on trading accounts were collected. Results 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.
Name of	Potential Rebates and Discounts in SEAPA Unified Tariff 1985

assignment or	
project Year	05/1990 – 08/1990
Location	Saudi Arabia
Location	Saudi Arabia SEAPA Saudi Arabian Seaports Authority (contractor:GTZ Gesellschaft für Technische Zusammenarbeit GmbH, Mr.
Client	Schilling, Personnel Saudi Arabia, Dag-Hammarskjöld-Weg 1-2, 6236 Eschborn, Germany, Tel. +49-06196 790)
Main project features	see Activities performed
Position held	Port Economist
Activities performed	Introduction of 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 case-to-case basis, where need arises from national over-demand or undersupply
Name of assignment or project	see Activities performed
Year	07/1988 – 08/1988
Location	Yap and Ponape, Federated States of Micronesia
Client	UNDTCD United Nations Dep. of Technical Cooperation for Development, Dr. Hak Su Kim, Chief Technical Adviser SOI/85/003, 1 UN Plaza, New York, NY 10017, USA
Main project features	see Activities performed
	Associate Expert
Activities	
performed	Familiarization with planning procedures at FSM Ministry of Finance and Economic Planning
Name of assignment or project	Provincial Development Plans
Year	03/1988 – 05/1988
Location	Solomon Islands
Client	MEP Ministry of Economic Planning / UNDTCD United Nations Dep. of Technical Cooperation for Development, Dr. Hak Su Kim, Chief Technical Adviser SOI/85/003, 1 UN Plaza, New York, NY 10017, USA
Main project features	Provincial development plans and planning meetings, training in sector and regional planning
Position held	Associate Expert
Activities	Technical assistance in the form of provision of data, maps, reviewing and editing the plan, planning workshops and
performed	project proposals, presentation of workshop manuals was provided.
Name of assignment or project	Regional Distribution of Project Benefits and Financial Contributions
Year	03/1987 – 08/1987
Location	Solomon Islands
Client	MEP Ministry of Economic Planning / UNDTCD United Nations Dep. of Technical Cooperation for Development, Dr. Hak Su Kim, Chief Technical Adviser SOI/85/003, 1 UN Plaza, New York, NY 10017, USA
Main project features	see Activities performed
Position held	Associate Expert
Activities	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
performed	underlying present problems of the island nation, and investigating future prospects of production and distribution of her resources. Subsequently, projects were appraised for funding by international donor agencies.
Name of assignment or project	Development Planning Activities
Year	11/1986 – 10/1988
Location	Solomon Islands
Client	MEP Ministry of Economic Planning / UNDTCD United Nations Dep. of Technical Cooperation for Development, Dr. Hak Su Kim, Chief Technical Adviser SOI/85/003, 1 UN Plaza, New York, NY 10017, USA
Main project features	see Activities performed
Position held	Associate Expert

Activities	Elaboration of National Development Plan - 1985-89, Mid-Term Review 1987, Annual Action Plans, Programs of		
performed	Action 1987-1989, and Development Budgets 1987 and 1988.		
Name of			
-	Macroeconomic Linkages among Southern African Countries		
project			
Year	03/1985 - 04/1986		
Location	Southern Africa		
Client	Africa Institute of South Africa, Dr. Denis Venter, Director, P. O. Box 630, 0001 Pretoria, Republic of South Africa		
Main project features	see Activities performed		
Position held	Economic Researcher		
Activities performed	This study aimed at laying open the economic depend-encies between South Africa and the frontline-states in the sectors of agriculture, mining, water management, basic needs, labour migration, technology, road and rail 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.		
Name of assignment or project	Crafts and Small-Scale Enterprises in the Economic Fringe of a Southern African Developing Country		
Year	06/1983 – 09/1983		
Location	Malawi		
Client	Liwonde Agricultural Development Division Management Unit, Mr. K. G. Bauer, Programme Manager, NRDP, Ministry of Agriculture, Private Bag 3, Liwonde, Malawi		
Main project features	see Activities performed		
Position held	Research Fellow		
Activities performed	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 the 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.		

#### 11. Employment Record

**From:** January 2004 **to:** Present Employer: Independent Freelancer Positions held: Port, Maritime and Overland Transport Consultant

**From:** January 2001 **to:** December 2003 Employer: HPC Hamburg Port Consulting GmbH, Hamburg, Germany Positions held: Senior Port and Transport Consultant

**From:** November 1996 **to:** December 2000 Employer: ADB Asian Development Bank, Manila, Philippines Positions held: Project Economist

*From:* May 1992 to: October 1996 Employer: HPC Hamburg Port Consulting GmbH, Hamburg, Germany *Positions held: Port and Transport Consultant* 

*From:* May 1990 to: April 1992 Employer: GTZ Gesellschaft für Technische Zusammenarbeit, HPC delegated, Saudia Arabia *Positions held: Port Economist* 

*From:* February 1990 to: April 1990 Employer: Hamburg Port Consulting GmbH, Hamburg, Germany Positions held: Port and Transport Consultant

From: November 1989 to: January 1990

Employer: AGEH Arbeitsgemeinschaft für Entwicklungshilfe, Cologne, Germany

Positions held: Project Economist

*From:* February 1989 to: May 1989 Employer: Al Africa Institute, Pretoria, Republic of South Africa Positions held: Economic Researcher

*From:* December 1986 to: November 1988 Employer: UNDTCD United Nations Department for Technical Cooperation for Development, USA Positions held: Associate Expert

*From:* February 1985 to: April 1986 Employer: Al Africa Institute, Pretoria, Republic of South Africa Positions held: Economic Researcher

#### 12. 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	

### Other training:

09/1993 – 10/1993: Certificat de Langue Française, at Institut Prevert, Antibes / France

10/1989 – 02/1990: Preparation seminars for consultant mission on financial restructuring of health projects in Karachi, Pakistan, with AGEH Arbeitsgemeinschaft für Entwicklungshilfe, Cologne / Germany

11/1987 – 12/1987: Elaboration of sub-national project management in small Pacific island nations, with UNCRD United Nations Centre for International Development, Nagoya / Japan

### Selected publications:

- Macroeconomic Linkages among Southern African Countries, IFO-Institut für Wirtschaftsforschung München, Afrika-Studien 117, Weltforum Verlag München, Köln, London, 1990, 223 p.
- 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.
- A Social Studies Atlas of Solomon Islands, Curriculum Development Centre / Ministry of Education and Culture, Honiara, Sept. 1990, 59 p. (co-author)
- Crafts and Small Enterprises in the Economic Periphery of Malawi, Africa Insight No.3, Pretoria, RSA, Feb. 1986, 8 p.
- Black Commuters in South Africa, Africa Insight No.1, Pretoria, RSA, Aug. 1986, 11 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.

#### 13 Language skills (5 - excellent; 1 - basic):

Language	Reading	Speaking	Writing
German	mother tongue		

#### Dr. Udo Witulski CV\Witulski 0314 eng

English	5	5	5
Spanish	5	5	4
French	4	3	4
Portuguese	4	3	3
Pidgin	4	3	2

### 14. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

[Signature of staff member or authorized representative of the staff]

Day/Month/Year

Date:

Full name of staff member: \_\_\_\_\_

Full name of authorized representative: