

Forwarding - Multi-modal
Transports Systems

Inception Report
April 1996

INCEPTION REPORT

PROJECT TITLE	FORWARDING-MULTI-MODAL TRANSPORT SYSTEMS
PROJECT NUMBER	TELEREG 9201
COUNTRIES	SOUTHERN REPUBLICS OF THE CIS AND GEORGIA

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April 1996
Inception Report
José Caceres

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1. PROJECT SYNOPSIS

PROJECT TITLE	FORWARDING-MULTI-MODAL TRANSPORT SYSTEMS
PROJECT NUMBER	TELEREG 9201
COUNTRIES	SOUTHERN REPUBLICS OF THE CIS AND GEORGIA
PROJECT OBJECTIVES	The overall objectives of this study are to assess the condition of the multi-modal transport system, determine priority actions for the design and development of commercially oriented multi-modal transport services in the TRACECA Region. This is to be achieved, first by enhancing the capability of various groups of technical and administrative staff, and secondly, through providing assistance and training to intermodal organisations on multi-modal business management.
PROJECT OUTPUTS	<ul style="list-style-type: none">* Phase 1: identification of the existing problems and recommendations to organise the multi-modal transport.* Phase 2: transfer of intermodal technologies to a TRACECA intermodal freight transport working group through practical studies, «on-the-job training» activities including a study tour in E.U.* Phase 3: proposals for future investment to promote and develop commercially attractive and competitive intermodal services from both the economic and technical point of view
PROJECT ACTIVITIES	<ol style="list-style-type: none">1. Assessment of the existing multi-modal transport services in the area.2. Setting up an intermodal freight transport group, which will carry out a series of activities:<ul style="list-style-type: none">* examine Western countries multi-modal systems from a technical and commercial point of view;* familiarise with intermodal E.U. technologies* creation of contacts with potential customers of TRACECA intermodal transport services (meeting with relevant multi-modal transport companies and organisations).3. Elaboration of a case study and proposals directed at promoting and developing commercially attractive and competitive intermodal services4. Training on concrete problems <p>Follow up and overall review of the project</p>
PROJECT START	30 January 1996
PROJECT DURATION	11 months: from February 1996 till January 1997

2. ANALYSIS OF THE PROJECT

2.1. Project Context

The economic and political changes which have occurred in countries in Central Asia and in the Caucasus region have profound effects on the trade and international transport sector. The task which consists of facilitating the trade with the world markets beyond the borders of the C.I.S. is not only affected by inadequacies of the existing infrastructures, but also hindered by inefficient transports and transit techniques and procedures.

As for the transport infrastructure, TRACECA transport network suffers from having been essentially oriented towards Russia. As a result, connections with international markets other than Russia are poorly developed. On the other hand, transit and transport practices and procedures to deal with trade flows others than those from the C.I.S. are poorly understood and complicated.

Furthermore, other factors such as the numerous borders to cross, the long transport distances involved (in respect to trade with countries outside the C.I.S.) and the composition of foreign trade flows (export flows dominated by relatively bulky products with high transport cost relative to value) poses particular problems. These transport difficulties call for simplified transit procedures, improved shorter existing connections, cutting transport costs and better quality of transport services.

In this context and insofar as the trade with world markets are destined to increase, the interest for multi-modal techniques needs to be envisaged as the backbone of a renewed transport policy. A larger use of these techniques has an inevitable character on international connections where the three modes are naturally complementary. It is also a logical choice to correspond with the mode of organisation imposed by maritime transports.

Up to now little use has been made of the advantages of combining various transport modes. But recent developments in countries such as Uzbekistan, where a specific multi-modal transport company, « Shosh-trans », has been recently created, demonstrates the increasing interest for these intermodal technologies at the national level. The example of « Shosh-Trans » should be followed by other republics of the region in order to move towards a fundamental regional multimodal transport organisation.

Indeed, to become widespread at the regional level (for transit purposes), the organisation of this type of transport could only be ensured if there is an effective regional institutional mechanism. Given the important investments required for the upgrading of the existing system (special wagons, special vessels, containers, transfer points, related logistics techniques...), it will be absolutely necessary to proceed, at the regional level, to the choice of the most convenient technical, economical and commercial solution. On the other hand, the necessary financing means and commercial agreements may involve not only the concerned transport administration, but also specialised multi-modal operators (local and international) and the users.

These general remarks introduce the main issues discussed with the local administrations, operators and users during the visit to all the eight TRACECA countries conducted the team leader between 29 January 1996 and 15 March 1996.

2.2. Main problems /deficiencies.

The most important problems may be confined to the following areas:

Institutions And Administration

- The recipient organisation in the Statement of Endorsement for the project is described as the Ministry of Transport. In various countries, the transport administration is operating as a Department within the Ministry of Economy or as a Ministry for a particular mode (Automobile Transport or Railways) . The Study is progressing on the understanding that the obligations imposed on the Ministry of Transport under the Terms of Reference also apply to the above mentioned administrations.
- Recent change in the Transport Administration in Georgia: the President issued a decree which had the effect of disbanding the « Centre for Asian problems » and led to the creation of the National Transport Council. This Council will act as the co-ordinator for all transports modes and will give full support to the activities of the consultant, although at the moment of the visit, it was not completely operational and requested some days before deciding the definitive local organisation and experts able to take part in the study.

The Emphasis Of The Study

- In the Objectives section of the TOR, the stress is on providing technical assistance and training through the assessment of the system and the elaboration of proposals and training through case studies and training including a study visit. The Consultants have been asked to modify the relative emphasis that should be given to the different aspects of the Study. Officials of the recipient authorities and others directly concerned, have stressed that emphasis should be on the elaboration of investment projects on the major key installations in narrow consultation with the recipient authorities. Furthermore, the study tour should give the possibility of creating effective links with international operators, in the context of the long-run development of the multimodal corridor. Taking account of these suggestions, the Scope of Work section, though still compatible with the Objectives, is much more concerned with the above mentioned matters. The approach is discussed in some detail in Chapter 3, below.

The Implications on the Expertise required

- * To take account of the emphasis of the study, it is proposed to adjust the expertise required by changing two of the initial proposed short term experts:
 - M. Marc LANDRIN as operations expert (initial expert M. Guy BANET)
 - M. Bernard FRANCOU as Multi-modal Marketing Expert (initial expert M Alain TOUZET)

To integrate in the approach of the operating techniques and practices the commercial aspects, it is proposed to change the initial operations expert by M. LANDRIN. He is the current co-ordinator for the Calberson group's development activities with countries of Central and Eastern Europe, including Russia. He has the capability to approach the operational aspects from a more practical point of view. M. LANDRIN has been largely involved in training activities within Calberson International Transport Group and with specialised schools. Furthermore, he participated in a recent TACIS study in the establishment of a multi-modal platform in TATARSTAN.

- * As for the multi-modal Marketing aspects, given that the context involving numerous partners from various countries, it is essential to the study to define possible transport solutions by taking carefully into account two specific aspects: the shipping dimension of the TRACECA corridor (involving at least 4 ports from three different countries) and the regional commercial co-operation. The Consultant considers that the shipping dimension requires not only specific port and maritime expertise for the approach of technical problems (not specifically requested in the initial TOR) but, commercial solutions can only be ensured if there is an effective regional commercial co-operation. This calls for particular expertise in multi-modal marketing and some specific Eastern countries experience. It is proposed to change the initial Marketing expert (M. TOUZET) by a multi-modal expert, M. FRANCOU, who has a larger experience in dealing with Marketing and Port issues within countries of the former Soviet Union.

The two CV's are attached in annex 3.

Extension of the number of participant to the study tour

- The local recipient authorities of two countries (Uzbekistan and Kazakhstan) have requested to extend the number of participant from 2 to three by country in order to integrate a representative of the users and other concerned institutions. The Consultant has reassessed the available budget initially proposed to cover expenses related to a study tour (2 countries, 14 participants, two weeks). A consequence of the increased number of countries to visit (4 countries) and the number of participants (probably 18 persons) may require a modification of the initial budget. It will be necessary to augment study tour budget to allow for this and it is proposed to reallocate part of the budget foreseen for data acquisition whilst remaining within the total reimbursable budget allocation;

2.3. Situation of Local Operators.

The local operator (Ministries of Transport or Department of Transports and communications) has already started giving support to the activities of the Consultant. The organisation of the project at the local level has been discussed and outlined with the narrow collaboration with the recipient Institution in all the eight countries. The collection of basic data has already started through local teams composed of a local co-ordinator and three specialist from the different modes of transport. According to the local context, the local experts assigned belong to Transport and Research Institutions or in some cases to the Railroads and Automobile Transport Administration.

2.4. Target Groups.

The target groups in this project are the upper management level of the Railways Administration, Automobile Transport, Maritime Transport as well as some of the high-ranking officials of the Ministry of Transport.

2.5. Commitments

The commitment of the local counterpart is given through the following activities:

- * participation of engineers in the conduct of the study, especially at the survey period (basic data collection),
- * organisation of the visit of key installations and related meetings with the Administration of Railroads, Automobile Transport, Maritime Transport and officials from the Ministries of Transport,
- * Assistance to the members of the multi-modal transport group, who will be visiting E.U. multimodal installations and organisations,
- * participation of engineers in the conduct of the case study and training during the Phase 3.
- * provision of translators to support foreign members of the study team
- * provision of a suitable office area for the training,
- * control and correction of Russian translations
- * all other logistics supports

3. PROJECT PLANNING

3.1. Relation with other projects

The project team is working in close co-ordination and has held some meetings with the Project Manager from some of the other related TRACECA projects, in particular:

- Traffic Forecasting Model
- Development of Road Services in the Caucasus Region
- Maintenance of Rolling stock (railways)

In the course of the project development the co-ordination with the following projects must be ensured:

- Trade facilitation
- Improvement of Human Resources
- Transport legal reform,
- Port Network Plan
- Road side Services in Central Asia
- Pavement Management systems
- Infrastructure Railways

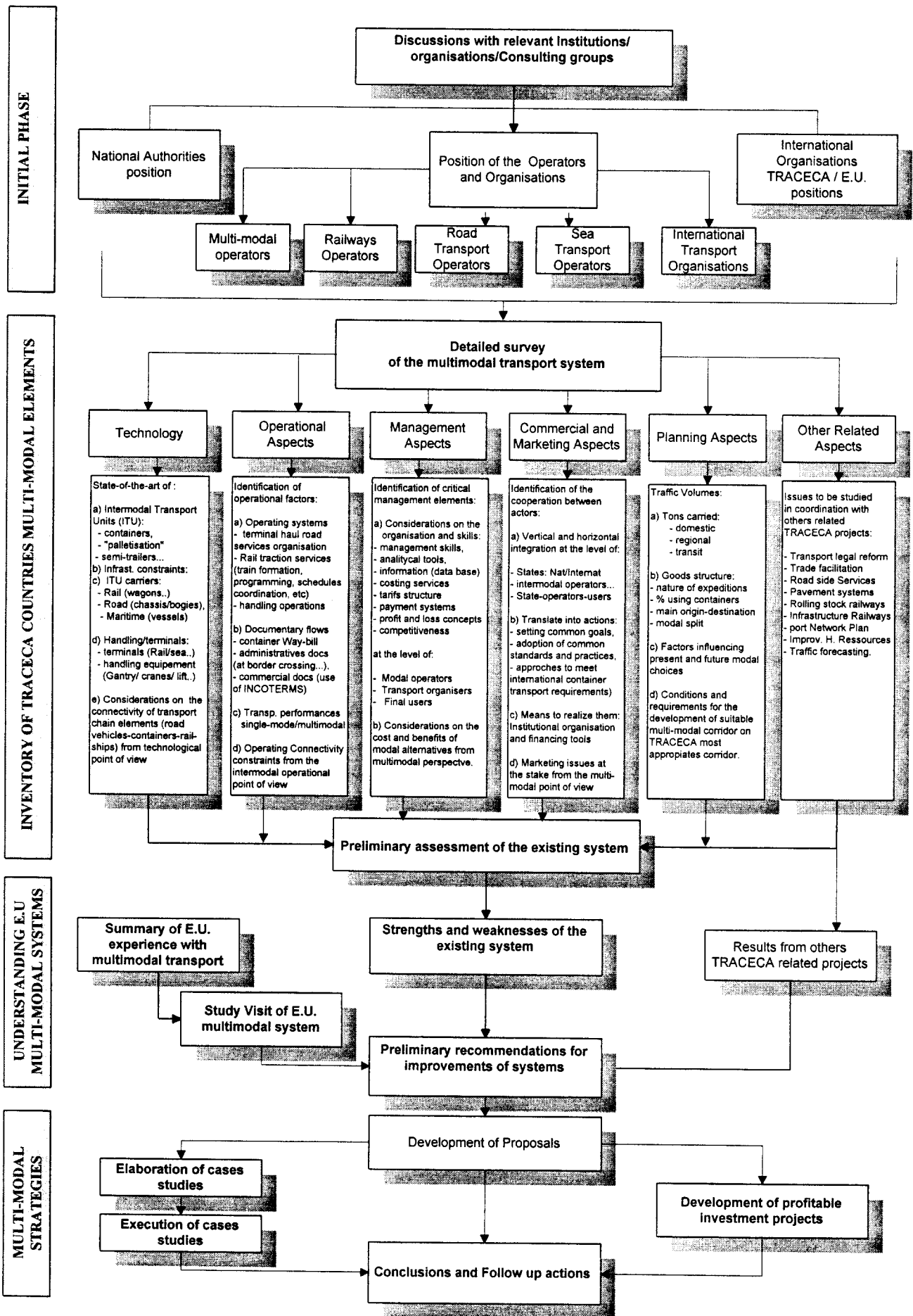
Some other on-going or already completed projects form a valuable asset in respect of the technical aspects of this study:

- Governmental Advice to the Railways Department and Management Training (Turkmenistan and Armenia). E.U. August 1995.
- Central Asia: Outline Transport Strategy (EBRD). January 1995
- Port of Poti: Development and Freight Traffic Reorganisation. E.U. May 1983.
- Development of the Caspian Shipping Company. E.U. August 1995.
- Caspian Sea Level (Port of Baku and Turmenbashi). E.U. July 1995.

3.2. Comments on the Project goals and objectives

To make the project compatible with important suggestions from recent discussions with both Central Asia and Caucasus representatives and E.U authorities, the work programme, although in line with the initial proposal and TOR (see Annex 1) has been subject to some modification. This concerns in particular the emphasis of the study (as described in section 2.2.) as well as the work schedule and task assignments.

The flow chart on the following page summarises the revised version of the work programme.



3.2.1. Initial Phase

Task 1: General Task.

This is a general task to deal with everyday management of the project.

Task 2: Discussions with relevant counterpart / Multi-modal organisation and consulting groups.

Already started, the technical discussions with the relevant TRACECA institutions have allowed the Consultant to establish the position, objectives and expectations regarding each component of the project as well as the frame of work and the overall organisation.

The Team Leader, José CACERES, met with local representatives during February and March to present the project and agree on the structure of the work programme: project contents and organisation, project schedule and task assignments. The main contacts made by the team leader from 29 January to 11 March is summarised below.

Period	Country	Name of the main local Representative met
29-jan-96 to 30 -jan-96	Azerbaijan	M. SADIKHOV Iqram Ministry of Economy. Head of the Transport Department
30 -Jan 96 to 3 -fev- 96	Georgia	M. AKAKI Chaidze National Transport Council Chairman of the Council
4 -fev- 96 to 7 -fev- 96	Armenia	M. SHAHNAZARYAN Ashot Ministry of Transport First Vice Minister of Transport
8 -fev - 96 to 12 -fev -96	Kazakhstan	M. TARANENKO Arkadi Ministry of Transport Chief of the Development of Transport Policies
13 - fev - 96 to 14 -fev - 96	Tadjikistan	M. BOLTOV Victor Ministry of Economy. Head of the Transport Department
15 - fev - 96 to 21 - fev - 96	Uzbekistan	M. ERKINOV Navruz Uzbekistan Railways Head of International Transport Department
22 - fev - 96 to 23 - fev - 96	Kyrgyzstan	M. SATYBALDIEV Jeantoro Ministry of Transport First Vice-Minister
24 - fev - 96 to 7 - mar - 96	Kazakhstan	M. UTEKBKOV Vladimir ISKOMTRANS: Consulting and Research General Director
8 - fev - 96 to 11 - mar - 96	Turkmenistan	M. YAZBERDIEV. M Cabinet of Ministers Head of the Transport and Communication Department

It is well understood by the Consultant that the European team of experts should work in close association with local specialists. The cooperation frame work has been established through specific arrangements for the participation of local transport organisations and consulting groups having an extensive knowledge of the subjects covered by the study.

Taking account of the nature of the work, the team of local specialists is headed by a local coordinator working under the guidance of the Project Manager. They will take active part in all the project activities.

The project will be regionally co-ordinated from a base in Kazakhstan. In this regard, a specific agreement was signed between the Project Manager and the Consulting Research Group, ISKOMTRANS at the following address :

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3.2.2. Inventory Phase

Task N° 3: Detailed Survey of the Multimodal system

In the initial proposal, the inventory of the multi-modal elements (detailed survey) and the preliminary assessment and recommendations were planned to take place during a single 5 week visit on-the-spot. Some remarks arising from preliminary discussions with local representatives led the Consultant to reconsider the proposed timing of these two activities.

From discussions, it was found that the inventory of multi-modal elements (Task 3) and the preliminary assessment (Task 4) as well as the identification of strengths and weaknesses (Task 5) should be initiated during a first short visit (two weeks). However, the completion of the assessment and the elaboration of recommendations for improvements (Task 6) would be better accomplished later, after the Study Tour, in a second longer visit.

Several reasons have been invoked to justify these changes. First, some local representatives suggested that discussions between Local and European experts on the improvements best-suited to multi-modal transport would be more helpful and concrete if planned after the exposure of TRACECA participants with the Multi-modal E.U. transport. Secondly, it was said that if prepared too early, the conclusions and recommendations will not benefit from findings and results of other related projects.

To take account of these suggestions, a first short two week visit should take place just after the collection of basic data by local experts. The second half of May seems to be the most appropriate period because of the numerous public holidays at the beginning of May.

Preliminary basic data collection on supply and demand of multi-modal transport by local team. To this end, an *specific guide support* (see Annex 2) was prepared and sent to the coordinator of the local team for the execution of the work. The basic data to be collected include a bibliographical research targeted on the different facets of the multi-modal transport chain.

Basic data collection :	March 25 to April 22.
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Local experts activities also include the organisation of the visit of key installations and meetings to be arranged on behalf of the expatriate experts by mid-May.

Task N° 4: Preliminary Assessment

The basic data collected by local experts will be completed by a series of on-the-spot visits by expatriate experts. The technical expertise should emphasise the following aspects:

Multimodal Technologies

State-of-the-art of :

- Intermodal Transport Units (ITU):
 - * containers,
 - * "palletisation"
 - * semi-trailers...
- Infrastructure constraints (track gauge and overall dimensions constraints)

- ITU carriers:
 - * rail (containers wagons)
 - * road (chassis/bogies),
 - * maritime (vessels types)
- Handling/terminals:
 - * terminals (rail/sea..)
 - * handling equipment (Gantry/ cranes/ lift..)
- Considerations of the connectivity of transport chain elements (road vehicles-containers-rail-ships) from the technological point of view

Multimodal Operational Aspects

Identification of critical operational factors:

- Operating systems:
 - * terminal haul road services organisation
 - * Rail traction services (train formation, programming, schedules, co-ordination, etc.
 - * handling operations practices and procedures
- Documentary flows and practices
 - * transport documents: container way-bill
 - * administrative documents and practices (in particular at border crossing...).
 - * commercial documents (including the use of INCOTERMS)
- Transport performances from a single and multimodal perspective
- Operating connectivity constraints from the intermodal operational point of view

Management Aspects

Identification of critical management elements:

- Considerations of the organisation and skills:
 - * management skills,
 - * analytical tools,
 - * information (data base)
 - * costing services
 - * tariffs structure
 - * payment systems
 - * profit and loss concepts
 - * competitiveness

at the level of:

- * Modal operators
- * Transport organisers
- * Final users
- Consideration of the cost and benefits of modal alternatives from the multimodal perspective.

Commercial and Marketing Aspects

Identification of the cooperation between actors:

- Vertical and horizontal integration at the level of:
 - * States: National / International
 - * Intermodal operators-State
 - * State-operators-users
- Translate into actions:
 - * setting common goals,
 - * adoption of common standards and practices,
 - * approaches to meet international container transport requirements)
- Means to realise them:
 - * Institutional organisation and financing tools
- Marketing issues at stake from the multi-modal point of view

Planning Aspects

Traffic Volumes:

- Tons carried:
 - * domestic
 - * regional
 - * transit
- Goods structure:
 - * nature of expeditions
 - * using containers (%)
 - * main origin-destination
 - * modal split
- Factors influencing present and future modal choices
- Conditions and requirements for the development of a suitable multi-modal corridor on the most relevant TRACECA corridor.

Task 5: Strengths and weaknesses of the system

At the end of this preliminary first visit, the team of experts should prepare a report on preliminary findings: general framework of the multi-modal transport market

As noticed, these two tasks must be completed during a second longer visit (after the study tour) during which the recommendations for improvement must be elaborated.

Initiation of the assessment of the existing system:	May 12 to May 26.
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3.2.3. Understanding E.U. Multi-modal Systems

This phase comprises three main tasks: Summary of the E.U. Multi-modal experience with multi-modal transport, the study tour in Europe by a TRACECA multi-modal group and the elaboration of recommendations for improvements.

Task 6: Summary of E.U. experience with multi-modal transport

A summary report of EU experience with multi-modal transport (initial Task N° 7) will be prepared before the study tour in order to facilitate the understanding of European multi-modal systems that will be visited by the regional delegation.

Summary of E.U. experience with multi-modal transport:	March 29 to April 17.
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Task 7: Study Tour

The objective of the study tour is to ensure a real exposure of TRACECA multi-modal groups with Intermodal E.U. practices through a visit of selected multi-modal sites and organisations.

To simplify the presentation of the study tour activities, all the initial proposed tasks, namely:

- * technical preparation (Task 8),
- * the selection of participants (Task 9),
- * the practical organisation (Task 10)
- * execution of the Study tour in Europe (Task 11)
- * evaluation of the study tour (Task 12)

have been grouped under a title of Study Tour: Task N° 7. Several comments on the purpose and the timing of this study were made and taking into account.

During discussions with local representatives, in particular in Kazakhstan and Uzbekistan, two important remarks have been made. First, it has been suggested that the *Multi-modal Group* should be composed not only of 2 persons from each country (one decision-maker and one multi-modal specialist), but should also include a representative of the users (forwarders or industrial firms), at least for the bigger countries. It is also requested to visit multi-modal sites in four countries (instead of two initially proposed).

If the extension is accepted, the initial two week visit in two European countries for a delegation of 14 people should be extended to 4 European countries and include a delegation of at least 18 persons. As previously noticed, this may require some modification of the initial budget.

Secondly, it has been suggested that the visit should help TRACECA multi-modal bodies not only to understand the E.U. multi-modal systems and identify relevant information and training needs, but also to create permanent links with European multi-modal organisations. Such links should help the regional multi-modal bodies to follow up on the various recommendations made within this project.

On the other hand, it is suggested to *enhance the aim of the visit* by giving to the group the means to follow up on the recommendations resulting from this project. For instance, it is desirable that through periodical technical meetings with international multi-modal organisations, the regional multi-modal body instituted would ensure the harmonised implementation of rules and procedures which are essential for creating a multi-modal chain which is a real and attractive transport alternative. The *Evaluation of the Study Tour* should take account of this concerns.

Such an extension of the Study Tour objective could require additional financial support from TACIS.

The proposed study tour will cover the different facets of a multimodal system:

Maritime	Port of Hamburg
International European Multi-modal Organisations	Intercontainer (Bale)
Multi-modal platform	Quadrante di Europe (Verona)
Rail-road terminals	Avignon
International Road Forwarders facilities	Paris

Beside the visit of the installations and facilities, the study tour should allow participants to come closer to E.U organisations and operators potentially interested in the development of commercial links with the TRACECA existing organisations and forwarders.

The proposed schedule for the different tasks related to the study tour is as follows:

Study Tour :	Preparation: May.
	Execution: June 17 to 27
	Evaluation: June 27 and 28

Task 8: Recommendations for improvement of systems

Recommendations for improvement of systems is planned to be carried out by European specialists during a second on-the-spot three week visit. The activities carried out will focus on the completion of the diagnostic initiated in a previous visit and the preliminary recommendations for the development of an effective intermodal transport system in the region. Recommendations will take account of conclusions of the study tour suggestions and results from other related projects.

The activities to be carried out during this second four week visit, are as follows:

- * completion of the inventory of multi-modal elements (in co-ordination with other TRACECA projects results),
- * preliminary assessment of the existing system and identification of strengths and weaknesses of the existing system
- * recommendations for the improvements of systems
- * identification of the contents of the case study and training.

Recommendations for improvements:	July 1 to 20
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A Progress report will be produced at this stage.

3.2.4. Design of Multi-modal strategies and training

This final phase of the study comprises three main tasks: the design and execution of practical solutions through cases studies, the determination of profitable investment projects and the conclusion and follow-up activities of the project.

Task 9: Elaboration and execution of the case study and training programme

Based on the conclusions from the previous phases, the expatriate experts, in close collaboration with the local teams will develop proposals, by means of a case study on a selected corridor, directed at promoting and developing commercially attractive and competitive multi-modal services. This will include practical training on short term solutions to specific problems and the development of medium term and long term strategies.

It is proposed to present the cases studies and training sessions in the form of two practical workshops one in Tashkent (Central Asia) and one in Tbilissi (Caucasus region) focused on specific multi-modal problems previously detected.

Case Study and Training:

- Preparation:	September-October
- Execution:	November 4 to 9

Task 10: Development of profitable investment projects

The local and expatriates experts will determine the profitable investment projects that could be the subject of financing by International Banks (European Bank for Reconstruction and Development, World Bank, etc.).

Execution period:	December 2 to 6
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Task 11: Conclusions and follow-up actions

Conclusions and follow-up actions. In a final step, the Team Leader will synthesise the contribution of the experts for the various project components of the work programme.

Execution period:	December 16 to 29
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A Final Report will be produced at this stage

3.3. Intended Results

The project results as described in the description of the project (Annex B to the contract) include both reports and training. They are presented here below, according to the revised phasing of the project.

- | | |
|--|-------------------|
| * Initial Phase: | Inception Report. |
| * Inventory Phase: (results will be included in the Progress Report) | |
| * Understanding the E.U multimodal system and recommendations: | Progress Report |
| * Case study and training and development of proposal: | Final Report |

The Inception Report is to be submitted at the end of the second month of the project. The English version is being submitted to EC/TACIS office at the end of month 2. The translation of the report into Russian is being done at present and will be ready within two weeks from the end of the month 2.

The Progress report will be submitted at the end of July, (month 6) as described in the TOR.

A Draft Final report will be produced at the end of month 11. (December 1996)

Finally, the submission of the Final Report is dependent on the comments on the Draft Final Report. It will be submitted by the end of the month 12 (January 1997).

3.4. Planning for the whole duration of the project

The planning for the whole duration of the project is presented in the next page according to the TACIS guidelines and reporting procedures.

A second page presents the staff assignment schedule.

Staff Assignment Schedule

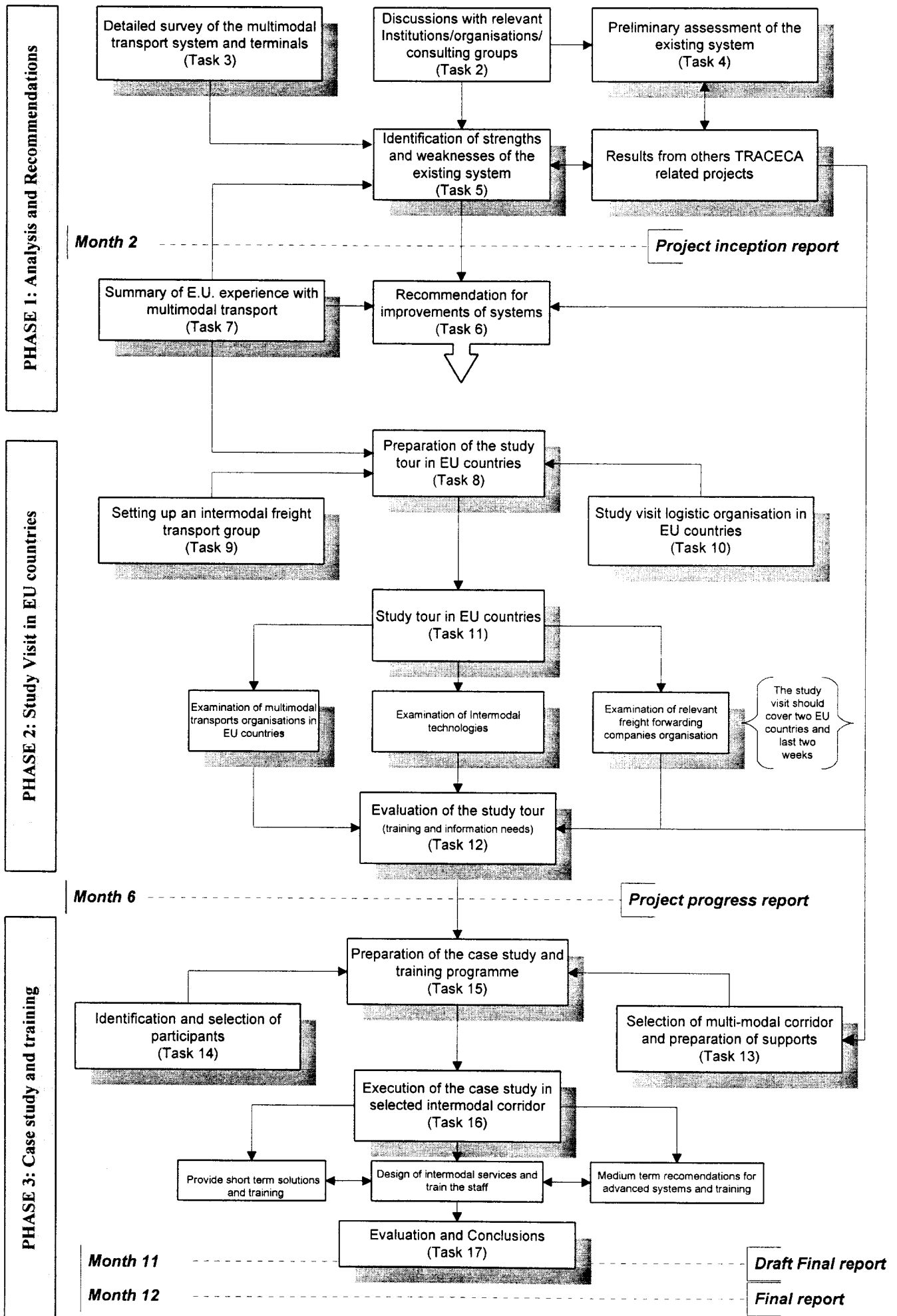
Project Title : Forwarding - Multimodal Transport Systems		Project Number : TELEREG9201		Country : Southern Republics of the CIS and Georgia - TRAGECA		Page : 1												
Planning Period : May 1995 - February/March 1996		Prepared on : 2/02/1996		EC Consultant : BCEOM in association with SYSTRA and DE-Consult														
Project Objectives : To assess the condition of the multi-modal transport system, determining the priorities actions for the design and development of commercially oriented multi-modal transport services and providing training																		
No	EXPATRIATES EXPERTS	TIME FRAME 1996						TIME FRAME 1997		INPUTS PERSONNEL		(flights)						
		Feb	March	April	May	June	July	August	Sept.	October	November		December	January	Field	Home		
1	Project Manager and Logistic expert																2	4
2	Technology expert																2	3
3	Operations expert																2	3
4	Management Expert																2	3
5	Marketing Expert																2	3
6	Transport Planner																2	3
7	Study Tour logistic support																1	3
Total												15.25	5.75	19				

3.5 Annexes

Three annexes are attached to the present report:

- Annexe 1: initial project flow chart to allow comparison with the revised work programme
- Annexe 2: guide support for the collection of basic data.
- Annexe 3: CV's of experts.

Annexe 1: Initial project flow chart



Annexe 2:
Guide support for the collection of basic data

MULTIMODAL TRANSPORT SYSTEM ON TRACECA ROUTE

(DATA COLLECTION GUIDE SUPPORT)¹

¹ The following document is to be used by local experts as a non restrictive or exhaustive guide for the basic data collection. Some adaptations to local circumstances could be necessary.

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1. ROAD TRANSPORT

1.1. Technological aspects (Infrastructure and Vehicle Fleet

Data on the road transport is going to be collected by other various Consultants Teams in charge of others TRACECA projects, namely: « Trade Facilitation, Customs procedures and Freight Forwarding »; « Improvement of Roadside Services, Spare Parts Procurement »; « Road Transport Services in the Caucasus Region »; « Road Transport Services in Central Asia ». And « Implementation of Pavement Management Systems ». Through an internal TACIS-TRACECA co-ordination system, we will recover the general information needed for the « Multi-modal Transport systems ». Nevertheless, some specific data for this study is required:

- ⇒ Is there any important road section inappropriate for 40" containers traffic because of weight bridges constraints? _____ Which is the current maximum load per axle permitted? _____
- ⇒ Which is the cruising speed permitted by the state of the main road: _____
- ⇒ Which is the estimated road fleet able to operate with :
 - * 20" containers (single truck: _____ and single truck + trailer: _____)
 - * 40" containers (articulated trucks: _____; _____)
 - * N° of semi-trailers: _____ and chassis: _____
- ⇒ Is there any problem of compatibility between the road fleet (C.I.S types and ISO containers)? ____ If yes, Which kind of problem? _____

1.2. Operational Aspects

1.2.1. Multi-modal systems

- Is there any special road platforms or terminal for road carriers? _____
- Which are the main functions of such platforms?. For instance:
 - ⇒ Parking for heavy trucks? _____ Container unloading facilities? _____ TIR center? _____
 - Warehouses? _____ Others? _____

1.2.2. Operating Techniques and organisation.

Data related to the main road companies operating on international multi-modal market?

International Services provided

name	Location	N° of Heavy Trucks	Main International Destination	To clear Through Customs	Packagin	Stock Manage ment	Real-time information on operations

- For international container « purely » road traffic, which are the main operating problems on international traffics?. For instance:
 - ⇒ Which is the Average rate of loading? _____ Which is the average back-haul rate (return empty)? _____ Which is the cruising speeds? _____ What 's about the transit times: _____ In which cases, a rail-road container forwarding is preferred to a « purely » road transport: _____
 - What's about the provision of containers? _____
 - ⇒ Give some examples of current « door-to-door » time from one location in your country to and an specified destination: _____

1.3. Management and Organisational aspects

⇒ How are the cost prices of combined transports elaborated ? « Slumps sums »?: _____ Estimated prices? _____ Other systems? _____ Which one, could you briefly explain it: _____

⇒ Which is the tariff structure of your prices for combined transports: Could you briefly explain the structure of your tariff

⇒ Which are the commercial and administrative documents required for the execution of an international transport by container? _____

⇒ Is there any institution or firm providing assistance on multi-modal transport? _____

What kind of assistance do they provide? (technical assistance, administrative, customs procedures...): _____

2. RAIL TRANSPORT

2.1. Technological aspects:

2.1.1. Railways Infrastructure and Rolling Stock

Data on the railways infrastructure and rolling stock is going to be collected by other various Consultants Teams in charge of others TRACECA projects, namely: « Infrastructure Maintenance Railways in Central Asia »; « Infrastructure Maintenance Railways in the Caucasus Region » and « Rolling stock Railways Maintenance ». Through an internal TACIS-TRACECA co-ordination system, we will recover the general information needed for the « Multi-modal Transport systems ». Nevertheless, some specific data for this study is required:

● Railways structure gauge constraints related to Multi-modal transports:

⇒ Is rail track gauge the same on all the lines? _____ Which is the current track gauge on typical sections? _____

⇒ Which are the external dimensions permitted for crossing tunnels? _____

⇒ Where are located the sections, eventually posing problems of crossing when carrying container-wagons? _____

⇒ Is there any important section suffering from weight bridges constraints? _____ Which is the maximum load per axle permitted for 2 axle wagon: _____ and for 3 axes: _____

⇒ Which is the cruising speed permitted by the state of the rail lines: _____

⇒ Which is the availability of wagons able to carry containers? _____. Which types of wagons are used for carrying containers? _____

⇒ Is there any problem of compatibility between wagon and ISO containers? _____ Which kind of problem? _____

2.1.2. Intermodal Transport Units

Type	N° of units	Maker	Owner	Dimensions	Local Production
40" ISO				not applicable	
20" ISO				not applicable	
Special container					
Medium size					
Small container					
Land containers					
Semi-trailers	not applicable				

Concerning packaging techniques, specially the « palletisation », which are the main problems? For instance:
 Availability: _____ Are the dimensions innapropiates? _____
 Which are the typical dimensions of the most current pallet? _____

2.1.3. Terminal or transfer points

- Main terminal (main terminals and satellite terminals) involved with multi-modal traffic flows?

Terminal name	Location	Surface	Container capacity	N° of travelling gantries	Gantries pulling capacity	N° of lift trucks	Pulling capacity

⇒ Are these means appropriate to transshipment and storage operations? _____

2.2. Operational Aspects

2.2.1. Multi-modal systems

- Which are the existing systems for multi-modal transport purposes?. For instance:
 - ⇒ Wagons systems transporting only the goods containers and requiring vertical handling? _____
 - ⇒ Systems transporting complete vehicles (traction and semi-trailers) on a wagon (vertical or horizontal handling)? _____
 - ⇒ Other systems? _____

2.2.2. Operating Techniques

- Which are the current services programming practices for containers traffics. For instance:
 - ⇒ *Carriage by direct train from point to point* : (train formation between major centres without shunting, running on special programme at high speeds with a reduced number of stops). Give some locations; speeds; frequencies: _____
 - ⇒ *Carriage by individual wagons* (traction of wagons by successive shunting operations from terminals or private siding to the final destination). Give some locations; speeds; frequencies: _____
 - ⇒ *Carriage in a block train*: consolidation of containers from roads carriers or satellite terminals and formation of block trains between two main terminals? Give some locations; speeds; frequencies: _____
 - ⇒ *Others?* Brief description: _____

- Which is the dominant technique? _____
- Which is the main advantages of such technique? _____

- For international container traffic, is there any co-ordinated time schedule? _____
- If yes, are the schedules co-ordinated satisfactorily? _____
- Which are the main operating problems on international traffics?. For instance:
 - ⇒ Which is the Average rate of loading? _____
 - ⇒ Which is the average back-haul rate (return empty)? _____
 - ⇒ Which is the cruising speeds? _____
 - ⇒ What 's about the transit times: _____
 - ⇒ For a twenty foot container, which is the average handling time on main terminal? _____
 - ⇒ Are the delivery operations organised satisfactorily? _____
 - ⇒ Which is the rule concerning the organisation of the container deliveries by road? _____

- ⇒ Give some examples of current « door-to-door » time from one location in your country to an specified Europe destination: _____

- ⇒ Which are the documents required for a container transport? _____
 At border crossings, are documents and procedures standardised? _____
- ⇒ In transfer terminals, which is the rule for accompanying transport documents/ customs papers / way-bills? _____

2.3. Management and Organisational aspects

- Is there any particular firm for the organisation of combined transport. For instance:
 - * *Piggy-back companies* (specific companies dedicated to road carriers and providing them rail transport of containers from terminal to terminal). If yes, name: _____ Location: _____
 - * *Container shipment companies* : (operator able to provide « door-to-door » services including the provision of containers) If yes, name: _____ Location: _____
- If yes, are these companies a subsidiary of railways or independent?: _____ Which is the structure of such firms (department of tariff? _____ Department for the provision of containers? _____ Department following up of transport operations: _____ After sales department?(transmission of information to customers...): _____
 Others departments? _____

- Following the given example, please fill up the following table:

Services offered	Provided by	Sold to	Cost price per unit
1) <u>Rail traction</u> * From terminal to terminal (terminal location examples)	Railways	-Piggy-back firm. -Container firm? -others?	\$/km-wagon \$/km-wagon \$/container
* From/to private siding (examples)	Railways	??	example: \$/unit??
2) <u>Provision of wagons</u> (for container of swap- body (allocation and management)	-Piggy-back firm. -Container firm -others??	-Road carriers? -Others??	examples: \$/unit?
3) <u>Handling at transfer points</u>	- Piggy-back firm? - Container firm? - Railways	- Road carriers? - Shipper?	examples: \$: unit
	- Ports - Private centres?	-Trans. Operators - Forwarders? - Road carriers?	examples: \$/unit
4) <u>Provision of Containers</u>	- Road carriers? - Piggy-back firm? - Container firm? - Railways? - Maritime firms?	- Shipper?	examples: \$/unit
5) <u>Initial and Terminal haul road services</u>	- Road carrier? - Container firm? - Shipper?	- Shipper	examples: \$/unit

- Combined transport tariff system..

⇒ How are the cost prices of combined transports elaborated ? « Slumps sums »?: _____ « Estimated prices »?: _____ Other system? _____ Which one, could you briefly explain it:

⇒ Which is the tariff structure for combined transports: « link by link prices »? _____ « average prices »? _____ Other? _____ Could you briefly explain the structure of the current tariffs?

⇒ How are the revenues collected between various national railway _____

⇒ Which are the methods in use for pricing services and make each company paid: _____

⇒ What's about transit prices? How do proceed in this cases? _____

- **Marketing Aspects**

- Marketing operations and relations at national level:

⇒ Is there any specific organisational link between the main actors of the multi-modal transport system (authorities, railways, operators..); _____ Could you describe the agreement between the railways companies, the operators and public authorities to improve multi-modal transport efficiency? _____

⇒ Which kind of co-operation does exist now? For instance:

- * *Technical side*: solution of key terminals choice? _____ rationalisation of handling facilities? _____ increases in frequencies? _____ Concentration of traffic flows on corridors carrying heavy flows traffic? _____ creation of a container pool? _____
- * *Commercial side*: improving the co-ordination of schedules? _____ appropriate organisation at both ends of the routes? _____ making the fares system more flexible? _____ transport quality (time, frequency; pick up and delivery times): _____

- Which are the means adopted to realise this objectives?

- * Is there any co-operation agreements signed or in progress between road and rail sector to work together on a basis of mutual benefits and setting common goals: _____
- * provision of skills and training? _____
- * gathering intermodal data and information? _____
- * Is there any defined infrastructure planned efforts: _____
- * If yes, which is the geographical field concerned? _____ Is there any investments opportunity already contemplated? _____

- Marketing relations and co-operation at international level:

⇒ Is there any agreement between the main actors of the multi-modal transport system at international level (TRACECA countries authorities, railways, operators, accession to the international convention on containers...): _____

Which are the aims of the actors to improve multi-modal transport efficiency: _____

- How this co-operation have been translated their aims into specific measures?

- * *Technical side*: choice of key terminals? _____ harmonisation of technical standards and administrative procedures: _____ rationalisation of handling facilities? _____ increases in frequencies? _____ Concentration of traffic flows on corridors carrying heavy flows traffic? _____ creation of a container pool? _____
- * *Commercial side*: improving the co-ordination of schedules? _____ appropriate organisation at both ends of the routes? _____ making the fares system more flexible? _____ transport quality (time, frequency; pick up and delivery times): _____ use of documentary credit terms compatible with multi-modal transports: _____

- Which are the means adopted to realise this objectives?
 - * Is there any co-operation agreements signed or in progress between road and rail international companies related to multi-modal transport: _____
 - * Implementation of INCOTERMS best suited to support multi-modal transports: _____
 - * provision of skills and training? _____
 - * gathering intermodal data and information? _____
 - * Is there any defined infrastructure planned efforts: _____
 - * If yes, which is the geographical field concerned? _____
 - * Is there any investments opportunity already contemplated? _____
 - Others? _____
 - _____
 - _____
 - _____

2.5. Combined traffic Flows

- « Containerised » traffic for the following types of goods (in tons or 20" equivalent for 1995/ source of information to be precise)

Types of Goods	Maritime(1)	Continental		Transit
		Domestic	Regional(2)	
Agricultural products and livestock				
Textile				
Foodstuff				
Refined oil products				
Minerals				
Metallurgy				
Building materials				
Chemicals products				
Mechanical engineering				
Others				

(1) Maritime market: land transport of containers going out or coming in from maritime ports.

(2) International traffic with neighbouring countries from road platforms or rail Terminals

- Which are the main origin-destination for the most important products? _____
- _____
- _____
- Are this traffic balanced? (difference between cargo going out and coming in on the same considered axis)? _____
- _____
- _____
- Freight « containerised » traffic Trends: Which are rate of growth of the multi-modal traffic, globally and for specific products? _____
- _____
- _____
- _____

In your opinion, which are the prospects for combined transport in the short term/middle term?

3. MARITIME TRANSPORT

Data on the maritime transport is going to be collected by other various Consultants Teams in charge of others TRACECA projects, namely: « Port Network Plan and Improvement Programme »; « Improvement of Human Resources »; « Bake and ABTA Port ferry terminals », but also through already completed projects, namely: « Rising level Caspian Sea ». Through a specific TACIS-TRACECA co-ordination system, we will recover the general information needed for the « Multi-modal Transport systems ». Nevertheless, some specific data for this study is required:

- ⇒ Which is the number of 20 foot container handled by year? _____
- ⇒ Is there any specific area for consolidation of containers? _____ Which is the area available for such function? _____ Are this traffic flows coming from roads or rail transports? _____
- ⇒ Which is the dominant mode of transport from and to Ports? _____
- ⇒ How many containers are handled per month? _____
- ⇒ Which is the number of 20 foot container equivalent handled by month: _____
- ⇒ In average, how long is a container staying at the port? _____
- ⇒ Which are the average cost prices for a 20" handling operation ? _____
- ⇒ How are the freight prices calculated ? For instance. Using a standard list of items and then applying it a factor per unit (ton, cubic meters, « slump sum » by container, ...etc.)

4. INLAND NAVIGATION

- Could you briefly describe the inland navigation infrastructure: length; location of key terminals, etc: _____

Which are the main fleet characteristics? type of vessels? _____ number of units:

- Which are the main transshipment techniques: _____

Annexe 3:
CV's of experts

CURRICULUM VITAE

<i>FULL NAME</i>	LANDRIN Marc
<i>DATE OF BIRTH</i>	October 24th, 1934
<i>NATIONALITY</i>	French
<i>EDUCATION</i>	Diploma of Institute of Management, Paris, 1971. Diploma of Ecole Supérieure de Commerce de Paris, 1960. Degree in Law and Economics, Department of Law and Economics, Paris University, 1960.
<i>LANGUAGES</i>	French, English, German.

KEY QUALIFICATIONS

Mr LANDRIN has a former Chairman and Managing Director of Calberson International, he has carried on his professional activities together with a continuous involvement in training actions both within the Company and with specialized schools.

He has attended various seminars organised by the administration of public education and dedicated to high level training in the field of transport and logistics.

Within the scope of his responsibilities, he has been in charge of various projects of internal and external development - joint-ventures. He is now the current co-ordinator for the Group's developments and activities with countries of central and eastern Europe including Russia.

He has a strong experience of organisation and coordination of managerial teams.

CURRICULUM VITAE

PROFESSIONAL EXPERIENCE

PRESENT RESPONSIBILITIES

SYSTRA's assignments:

RUSSIA 1995.

Participation in the establishment of training centres for road transport operators TACIS.

TATARSTAN 1995.

Participation in the establishment of a multimodal platform in Kazan-TACIS.

Since 1993 **Compagnie Générale CALBERSON.**
Counsellor to the Executive Board.

Directly reporting to the Group's Chairman and particularly in charge of the coordination and development of Eastern Europe activities. Participates in the formulation of middle term strategy of the Group.

RUSSIA 1996.

Assistance to a newly privatized road transport company to develop its commercial activities and international traffic TACIS.

RUSSIA 1994.

Transportation system by refrigerated vans compatible with Russian and Western networks,

Study and setting of direct rail service from Western Europe to Russia and back TACIS,

Assistance to the CIS for the development of private transportation TACIS:

- . technical assistance for the privatisation of large-state owned road transport companies in the Federation of Russia.

UKRAINE 1993.

- . Participation in the negotiations between the Ukrainian Minister for Road Transport and the French authorities.
- . Participation in the founding of a joint-venture between the Ukrainian National Railways, the Ukrainian companies LVOV and MAV, and French and Swiss transit firms.
- . Participation in the creation of a LADA car transit platform in Zahony.

CURRICULUM VITAE

BELARUS 1992.

Involvement on the training programme of a group of carrying-company heads from the Federation of Belarus.

PREVIOUS RESPONSIBILITIES

1966-93 **Calberson International.**
Chairman and Managing Director.

The company is a subsidiary of Calberson, in charge of international traffic (european trucking, air and sea freight).

Especially:

For Bulgaria French joint-venture Calberson - Somat, Managing Director of the Company, specialized in road traffics between Western and Eastern Europe and Middle East through Bulgaria.

Various missions in several eastern European countries related to technical and commercial matters for CALBERSON company.

TRAINING AND LECTURES

- . ESC Paris, Member of admission committee, since 1990.
- . ESC Poitiers, lectures on transport and logistics, 1987-90.
- . Limoges Law University, lectures on transport and logistics, 1985-89.

MISCELLANEOUS

- . Member of Council for Foreign Trade,
- . Group representative with professional organizations,
- . Judge at the Business Court of Paris.

CURRICULUM VITAE

Proposed Position: Multi-modal Marketing Expert

1. **Family Name:** FRANCOU
2. **First names:** Bernard
3. **Date of Birth:** 1943
4. **Nationality:** French
5. **Civil Status:** Married
6. **Education:**

<i>Institution</i>	University of Economics, Aix en Provence
<i>Date: from / to</i>	1972 / 1975
<i>Degree(s) / Diploma(s) obtained:</i>	State Doctorat (Ph.D) in Economics

7. Language skills : (Mark 1 to 5 for competence)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
French	1	1	1
English	1	1	1
Spanish	2	2	2

1 - excellent; 2 - good; 3 - fair; 4 - basic; 5 - weak

8. Membership of professional bodies:

Member of the Research Center for Transport Economics in University of Mediterranean.

Member of the International Association of Maritime Economists.

9. Other skills: (e.g. Computer literacy, etc.): WP, WORKS, LOTUS, EXCEL, WORD.

- 10. Present Position:** Transport Economist Consultant, PHD
Lecturer in sea transport and port economics
in the Mediterranean University (Aix-Marseille).

- 11. Years within the firm:** Independent Consultant, member of JONCTION
ETUDES CONSEIL, Association of independent consultants.

12. Key Qualifications:

As consultant in shipping and port economics with a PHD level and professor of transport economics at the University of Economics of Aix en Provence, he has more than 25 years of professional experience in the economics and financial fields worldwide, and held positions as lecturer in Universities regarding Transport Economics. He was senior project manager. Particular aspects as follows:

- economic feasibility studies, financial analysis and evaluation
- privatisation of terminals : mainly container terminals.
- master planning of ports / port tariffs and costing
- organisational implications of the commercialisation of port activities:
- marketing research, services to be offered, procedures for intermodality.
- cost-benefit analysis, traffic forecasts / adviser for shipping policy
- training of port personnel, staff organisation, manpower survey
- lecturer for port and shipping and related logistic management

Among recent experiences we can select:

- In Benin, the study of the improvement of the productivity all along the transport chain to and from the land locked countries (Niger, Burkina Faso, Mali)
- In Cameroon, the analysis of the logistics for timber and for containers between Douala port and Tchad or Central African Republic; future of the "dry port" of Ngaoundere in this frame.
- In Russia, for the port of Saint-Petersburg, in charge of the traffic forecast and port tariff policy. Relations between ports operators and road/railway operators in order to facilitate the transit flows.
- In Estonia, Improvement of the organisation of port operations productivity aiming at transit time reduction in ports interfaces.

13. Specific Eastern Countries experience:

<i>Country</i>	<i>Date: from - to</i>
RUSSIA	1993/94
ESTONIA	1996

14. Professional Experience Record:

Date: from - to	1970 - 1972
Location	Paris, France
Company	Centre Francais du Commerce Extérieur
Position	Rapporteur
Description	Rapporteur of "Foreign trade & Merchant Marine" Commission
Date: from - to	1973 - 1976
Location	Morocco
Company	UNCTAD
Position	Shipping economist
Description	UNCTAD expert at Merchant Marine Administration in charge of planning.
Date: from - to	1977 - 1987
Location	Cameroon, Congo, Nigeria, El Salvador, Algeria, Indonesia...
Company	SOFREMER
Position	Project manager for the economic and financial studies
Description	<p><u>1977-1978 Algeria/Libya:</u> Study and creation of a bilateral shipping company: CALTRAM.</p> <p><u>1978-1981 El Salvador:</u> Feasibility study/realisation of a fishing port complex. Project manager.</p> <p>Then, in charge of the technical assistance linked to this project, Training of Engineers, port managers, port officers, masters and crew members.</p> <p><u>1979 Nigeria:</u> Feasibility study of a coastal service.</p> <p><u>1982 Congo:</u> Feasibility study of a fishing port in Pointe Noire.</p>
	<p><u>1983-1984 Cameroon:</u> Training actions in transport economics for the civil servants of the Ministry of Transport.</p> <p><u>1983 Cameroon:</u> Study of the organisation and performance of shipping agents, freight forwarders, handling companies in Douala for the National Shippers Council.</p> <p>Creation of a Committee for development of intermodality.</p> <p><u>1984. Indonesia:</u> Economical and financial study and port planning for 7 ports for coastal services</p>

Date: from - to	1988 - 1989
Location	France, Thailand, Cameroon,, Egypt, Ivory Coast .
Position / Company	B C E O M France. Economist.Project manager for Economic and financial studies
Description	<p><u>1988 Thailand</u>: Study for the development of the waterways.</p> <p><u>1986-1989 Cameroon</u>.</p> <p>Adviser of the national Cameroonian Shippers Council.: in charge of the facilitation of operations at ports and traffic studies for developing the intermodality for containers and timber (agreements with Tchad and Central African Republic for transportation through Cameroon by railway and roads networks)</p> <p>Preparation of a symposium on logistics in DOUALA: Subject: Integrated logistics for the shippers' services.</p> <p><u>1988 UNCTAD Missions</u>:</p> <p>Missions of diagnosis on Research Institute of Transport Economics in Ivory Coast for UNCTAD.</p> <p>Missions of improvement of statistics in Merchant Marine Administration of Morocco for UNCTAD.</p> <p><u>1988 Egypt</u>: Development of Alexandria/Dikheila port.</p> <p><u>1989 Guinea</u>: Audit and conditions of restarting up of the national shipping company in the frame of privatisation.</p>

Date: from - to	since 1989 to date
Location	France, La Dominique, Cameroon, Morocco, Senegal, Algeria, Mozambica, Mauritania, Zaire, Eritrea, Benin Ghana, Russia...
Company	Independant Consultant in Transport economics.(shipping, ports, shipyards)..
Description	<p><u>1989 Morocco</u>: Economic study of a new container terminal.</p> <p><u>1989 France</u>: Definition of a strategy for Brest development: Opportunity of a container terminal and organisational conditions for the success..</p> <p><u>1990 Guadeloupe</u>: Master plan of interislands transport systems</p> <p><u>1990 Senegal</u>: Diagnosis on the tariffication of Dakar port and cost analysis for a new tariffication system.</p> <p><u>1990-1991 Benin</u>: Technical assistance to the Cotonou port for planning, statistics and management.</p> <p><u>1991 Mauritania</u>: Feasibility study for the rehabilitation of Nouakchott old wharf. Master plan of Nouadhibu port.</p> <p><u>1991 Algeria</u>: Diagnosis on the Algiers port in the frame of the privatisation trend.</p> <p><u>1991-1992 Mozambica</u>: Feasibility study for a coastal service including ports and vessels.</p> <p><u>1991 Zaire</u>: Reorganisation of waterways transport for Onatra (state-owned company in charge of transport).</p> <p><u>1992 Eritree</u>: Set up of funds for development of small scale companies.</p> <p><u>1992 Equato-Guinea</u>: Mission for IMO ; evaluation of the needs in training id the field of ports.</p>

Description	<p><u>1992 Senegal</u>: Analysis of the port costs in Dakar.</p> <p><u>1992 La Dominique</u>: Feasibility study of a wharf in Roseau port for cruise ships.</p> <p><u>1993 Tchad</u>: Training of civil servant of the Ministry of Transports of Tchad Republic.</p> <p><u>1993 France</u>: Study on the future of Honfleur Harbour</p> <p><u>1993; Russia</u>: Feasibility of a re-training center in SaintPetersburg for Navy officers TACIS programme.</p> <p><u>1993-1994 Russia</u>: Technical Assistance to the Port of St Petersburg for the account of the EEC under the TACIS programme. Port planning, economical study and traffic forecast; implication in the reorganisation of the Port of St Petersburg, on maritime transport, transit operations, and logistic.</p> <p><u>1994. Ghana</u>: Port Master plans for the Ghanaian ports.</p> <p><u>1995. Bénin</u>: Performing the Port planning for the next 5 years: improvement of the productivity at the port level for the transport chain to and from the landlocked countries..</p> <p><u>1995: France</u>: Master plan study for the Waterways ports on Saône and Rhône rivers.</p> <p><u>1996: Estonia</u>: Reorganisation of Tallin port for a better productivity all along the transport chain.</p>
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