

**Kenneth Grundey/1**

## **KENNETH GRUNDEY**

### **Economic, Financial and Institutional Analysis in the Transport Sector**

Mr Grundey has over 30 years experience in transport consultancy, preceded by experience as a seafarer and as a lecturer and researcher in maritime transport economics. Initially, he concentrated on ports and shipping, but has since become experienced in road, rail and aviation studies. An initial concentration on economics has broadened to include financial, management, institutional and policy work. His roles have included sole consultant, team member, team leader and manager. Further detail is provided below.

**Current Position** Director, Wycombe Consulting Ltd

**Contact** Tel: (+44 1494) 522869  
E-mail: [kengrundey1@btinternet.com](mailto:kengrundey1@btinternet.com)

**Date of Birth** 1951

**Qualifications** BSc Nautical Studies, Plymouth Polytechnic  
MBA, Heriot-Watt University  
Chartered Member of the Institute of Logistics and Transport (CMILT)

**Languages** English (native), Spanish, Portuguese, French (poor)

### **Employment**

1995 to date	Wycombe Consulting and Wycombe Consulting Ltd
1986 to 1995	TecnEcon
1985 to 1986	Coopers & Lybrand Associates
1984 to 1985	Pannell Kerr Forster Associates
1978 to 1984	RPT Economic Studies Group
1976 to 1978	Transport Studies Group, Polytechnic of Central London
1967 to 1973	BP Tanker Company

Major projects in which Mr Grundey has played a significant role include the following:

**Development of a Road Management System and Design and Procurement of Pilot Contracts for Performance-Based Maintenance and Management of Roads Project, World Bank/National Road Infrastructure Agency (NRIA), Bulgaria, 2009**

Transport Economist on this study of road network management

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**Preparing the Domestic Maritime Support Project and Technical Support Program, Solomon Islands, ADB (2008/9)**

Team Leader on this study to identify and prepare maritime infrastructure projects, prepare a shipping route franchising scheme, and to provide institutional strengthening to the Ministry of Infrastructure Development. The last component is not restricted to the maritime sector

**Ho Chi Minh City – Long Thanh – Dau Giay Expressway Project Preparation, ADB (2007/8)**

Following the Expressway Development Plan, below, appointed Team Leader for this large study with the objective of preparing a project for Vietnam's first true expressway.

**Road Assets Management System (RAMS), Pakistan, World Bank, 2007**

Tolling Policy Expert on this TA to advise the National Highways Authority (NHA) in respect of road maintenance planning and management. Responsible for advising the NHA in developing policies to enhance the recovery of maintenance costs through tolling.

**Vietnam Expressway Development Plan, ADB (2006/7)**

Team Leader of this large (83 professional man months) study with the objectives of: preparing a business plan for the Expressway Development Corporation; preparing a network masterplan; and selecting a priority project for funding under a public-private partnership.

**Regional Road Transport and Transit Facilitation Programme, ECOWAS, World Bank (2006)**

Re-calculation of viability measures for road projects in priority corridors in West Africa, using HDM4.

**Maldives Domestic Maritime Transport Project, ADB (2005)**

Team Leader/Maritime Transport Economist on this 44 man-month study. Responsible for all team leadership and co-ordination, in addition to having a major technical role.

**Road Sector Masterplan, Sri Lanka, ADB (2004/5)**

Financial Expert, responsible for the identification, review, and analysis of past and likely future road sector expenditures and for proposing pricing and cost recovery policies.

**Transport Services, Montserrat, DFID (2004)**

Team Leader on this study of the Helicopter and Ferry services linking Montserrat to Antigua and the outside world. This study follows the earlier study carried out in 2001, and is to develop an ongoing strategy for off-island transport.

**Technical Assistance to the Road Administration, Azerbaijan, World Bank (2003/4)**

Road User Charging Specialist on this Technical Assistance to the Azerbaijan Roads Sector.

**Special Assistance for Project Implementation (SAPI), Port of Bourgas Expansion Project, Bulgaria, Japan Bank of International Cooperation, (2003)**

Port Financial Specialist on this major study of the Port of Bourgas. Particularly responsible for financial analysis, modelling and cash flow forecasting.

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**Operational Diagnosis of Luka Bar (Port of Bar), Montenegro, EU/European Agency for Reconstruction, (2002/3)**

Operational diagnosis with the objectives of assessing the suitability of the port for privatisation and the steps to be taken to prepare it for privatisation.

**Evaluation of Transport Sector Interventions Undertaken by the European Commission in Third Countries, Worldwide, EU (2002)**

Engaged as Transport Specialist on this evaluation which was requested in the context of the need for systematic periodic assessment of major financial interventions, especially as seven years had passed since the last major evaluation (TecnEcon – see below).

**Institutional Development Component, Road Rehabilitation and Maintenance Project, Bangladesh, DFID (2002)**

Engaged as Transport Economist on this institutional study of surface transport. Activities included institutional development, asset valuation, poverty analysis and bridge economics.

**Container Terminal Project Document, Kuwait, UNDP (2002)**

Engaged to prepare a project document identifying studies needed to develop a strategy for Kuwait's container terminal.

**Offshore Supply Base Business Plan, Thailand, Joint Venture Client (2001)**

Engaged by a UK consulting engineer to prepare a business plan for a planned Supply Base for the offshore oil and gas industry.

**Transport Strategy Study, Montserrat, DFID (2001)**

Team Leader on this study of the Helicopter and Ferry services linking Montserrat to Antigua and the outside world. Following the start of the volcano eruption in 1995, Montserrat had lost the use of its airport in 1997 and remained dependent upon a fast catamaran and a helicopter to off-island provide transport. The latter was also used to provide a range of emergency services. The purpose of the study was to determine the best way to provide off-island transport and emergency services until such time as a new airport could be built. Public involvement in the study was gained by means of group consultations, presentations and an exhibition.

**Technical Assistance and Administrative Co-operation – Role of Cyprus Ports and Airports in the Trans – European Network (TEN), Cyprus, EU (2001)**

Trade Development Adviser in this project, working mostly with the Ports Sector.

**Philippines National Bridges Study, DFID (2000/02)**

Participation in a team prioritising bridge rehabilitation projects, with the emphasis on safeguarding links between poor areas and growth poles. An initial visit was made in mid 2000, with a two further visits in 2001.

**Uzbekistan Road Sector Development Project - Project Preparation, EBRD (2000)**

Team Leader/Transport Economist on this study of road sector financing and possible future technical co-operation.

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### **Transport Sector Claims Assessment, U.N.C.C. (2000)**

Participation in a team assessing losses incurred by public and private sector transport sector firms/organisations as a result of military activity.

### **Transport Sector Strategy Study, Indonesia, Asian Development Bank (2000)**

Transport Economist in this study, intended to bring about the most effective use of Indonesia's limited transport sector resources. Particularly responsible for screening and ranking transport sector projects across modes.

### **China Regional Road Sector Study, Asian Development Bank (1999)**

Team Leader / Transport Planner in this 60 man-month study of the roads sector in South West China. The objective of this study was to identify a potential programme of road investment packages for financing by the ADB during the next five-year plan. The provision of institutional, management and financing advice was also included.

### **Fort Portal - Katunguru Road Study, Uganda, World Bank (1998/99)**

Economist in a team updating an existing study of the feasibility of rehabilitating the Fort Portal - Katunguru road and two spurs.

### **Garsen - Lamu Road Study, Kenya, KfW (1998)**

Evaluation of the permanent reinstatement of a flood-damaged road, the only access to a community of 80,000 people.

### **Evaluation of Tenders for a Study to Improve Traffic Flows on TRACECA Corridors II and IX, European Commission (1998)**

Engaged to evaluate consultants' tenders for a project entitled "Improvement of Traffic Flows on Ten's Corridors II and IX".

### **Kotoka International Airport Phase II Review, Ghana, DANIDA (1998)**

Economist / Financial Analyst in a team reviewing the proposed Phase II development of Ghana's main airport.

### **Evaluation of proposals for assistance to the Ukraine roads sector, TACIS (1998)**

Engaged to evaluate proposals for a programme of Technical Assistance to Ukravtodor (the Ukrainian Roads Authority) and the road construction / maintenance sector.

### **BOT Port Project Financial Appraisal, India, Private client (1998)**

Engaged by a UK construction contractor to review a financial bid for a BOT port project in India.

### **Acajutla Port Rehabilitation, El Salvador, Rhein Ruhr (1997/98)**

Engaged as Port Marketing Specialist on this study of the major port of El Salvador.

### **Azerbaijan Road Sector Restructuring, TACIS - TRACECA Programme (1997/98)**

Economist on this Technical Assistance assignment, with particular responsibility for road sector financing issues. Also played a major role in the project's policy and institutional aspects.

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**Bishkek - Osh Road Rehabilitation, Phase 2 Study, Kyrgyz Republic, Asian Development Bank (1997)**

Economist on this Technical Assistance assignment, with particular responsibility for preparation of a National Transport Sector Profile.

**Institutional Strengthening of the Road Sector in Kyrgyz Republic, Asian Development Bank (1997)**

Economist on this Technical Assistance assignment, responsible for transport sector policy development and advice on monitoring and evaluation, and on the requirement for a Road Fund.

**Belawan Port Project, Indonesia, Asian Development Bank (1996)**

Engaged by a UK firm of consulting engineers to act as economist and financial analyst on this major study of Belawan Port including: preparation of traffic forecasts, review and update of the port masterplan; financial and economic feasibility studies; identification of investments suitable for external finance; and identification of necessary institutional and operational reforms

**Preparation of Terms of Reference, Russia, European Commission (1996)**

Engaged under the EC's TACIS Programme to prepare terms of reference for Technical Assistance Assignments for the ports of St Petersburg, Murmansk, and Arkhangelsk in North-Western Russia. These ports all require outside assistance in adjusting to the disciplines and difficulties of participation in Russia's infant market economy. Subsequently invited to join the panel evaluating consultants' proposals for these assignments.

**Inland Container Terminal / Logistics Depot, Philippines (1995)**

Economist on this study of an inland container terminal / logistics depot planned to meet the specialised logistics needs of manufacturers located on the southern fringes of Manila.

**Solomon Islands Shipping Study (1995)**

Shipping specialist on this EU financed study of Solomon Islands domestic shipping policy.

**Northern Oman Port Study (1995)**

Team Leader on this reappraisal of six alternative sites for a proposed new port in Northern Oman, carried out for the Omani Government. The work included preparation of traffic forecasts and assessment of existing port capacity, containerisation trends, private sector participation, a possible dry dock facility and socio-economic multipliers.

**Container Terminal Study, Ho Chi Minh City, Vietnam (1994/95)**

Economist on this study of a proposed container port to be situated on the Saigon River in Ho Chi Minh City. Work included traffic forecasts, competition analysis and financial appraisal.

**ASEAN Port Management Training Programme (1994/95)**

Professional Team Leader for two two-week seminars on port planning and finance, given as part of this European Union financed three year programme.

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### **Container Terminal 9, Hong Kong (1994)**

Port economics and operations adviser to a merchant bank preparing a financial proposal for Hong Kong's next container terminal.

### **Kuantan Port Privatisation, Malaysia (1994)**

Prepared traffic forecasts and an analysis of competition for a private client bidding to privatise the ports of Kuantan and Kemaman on the east coast of Peninsular Malaysia.

### **ADB China Second Ports Development Project (1994)**

Prepared reviews of the Chinese ports subsector and, in greater detail, the Guangxi Coastal Area Development Plan. The former covered the plans for decentralisation, tariffs, accounting systems, cargo allocation systems, privatisation and port development, while the latter concentrated on Guangxi's main ports, including Fangcheng, Beichai and Qinzhou.

### **Road User Charges and Axle Load Study, Ghana (1993/94)**

Financial Analyst on this World Bank financed study of Road User Charges in Ghana. Responsible for the analysis of financial data held by the various authorities responsible for roads including the Ministry of Roads and Highways, the Police, the Ghana Highways Authority and the authorities responsible for feeder roads and urban roads. Assembled and collated data relating to planned and actual expenditure, and to revenues and prepared recommendations concerning road user charging.

### **EDF Transport project Evaluation (1993/95)**

Manager of the TecEcon department leading a major evaluation of EDF financed transport projects in Africa south of the Sahara. The programme consisted of three phases, as follows: review of files held in Brussels, fieldwork carried out in a number of African countries, and synthesis of findings to identify necessary policy changes. TecEcon carried out the first and third phases in their entirety and also carried out all the fieldwork in Tanzania.

### **Road User Charges Study Review, Czech Republic (1993)**

Responsible for a review of a road user charges study carried out by a French consulting firm.

### **St Petersburg Port English Training, Russia (1993)**

Instructor in port and maritime English on this course provided for senior and middle managers at the Commercial Port of St Petersburg.

### **Tuvalu and Kiribati Shipping Services Study, South Pacific (1992)**

Team Leader and Maritime Economist on this study to determine the most suitable means of assuring regular and reliable shipping services for cargo originating principally in Australia, New Zealand and Fiji and destined for Tuvalu and Kiribati. Responsible for the preparation of traffic forecasts, working with the Shipping Operations Specialist to develop alternatives, and appraising those alternatives.

**Gwadar Deep Water Port Study, Pakistan (1992)**

Economist on this technical and economic feasibility study of a proposed deep water port to be constructed at Gwadar on Pakistan's Baluchistan coast. Aspects covered included: the assessment of likely future traffic from Afghanistan and the newly independent republics of Central Asia; a review of the possibility of transshipping containers into the Gulf; examination of the scope for port related industrial development; and determination of the project's feasibility on a BOT (Build, Own, Transfer) basis.

**Beira Harbour Project: Appraisal of the Draft Project Document, FINNIDA (1991/92)**

Member of a three man team carrying out an appraisal of the proposed content of Phase IV of this joint Finnish/Swedish assistance to Mozambique. The proposed measures included the provision of a technical assistance team, equipment and spare parts to Beira Port's container terminal.

**Feasibility Study on Links between the Northern Corridor Trunk Road and the Uganda, Rwanda, Zaire Sub Regional Road Network, European Commission (1991)**

Prepared a Draft Financing Proposal for proposed investments arising from this project.

**Economic Evaluation and Environmental Impact Assessment of the Hummingbird Highway, Belize, European Commission (1991)**

Economist and Team Leader on this study of the EC's rehabilitation project for a second section of this important highway linking southern Belize to the rest of the country, including the national capital and the major seaport. The study included the economic assessment of the area served, preparation of traffic forecasts, appraisal of the proposed rehabilitation, assessment of its environmental impact, and identification of measures to ameliorate adverse impacts.

**Stann Creek Valley Road Study, Belize, Overseas Development Administration (1991)**

Economist responsible for updating an earlier economic appraisal of the proposed rehabilitation of some 22.5 kilometres of road. This involved updating the estimated financial and economic costs of vehicle operation, updating traffic forecasts on the basis of traffic and economic data, and, using relationships taken from RTIM2, a road investment appraisal model, calculation of net present values and internal rates of return.

**Volta Lake Transport Study, Ghana, DANIDA (1990/91)**

Economist, and leader of a multidisciplinary team carrying out this study of shipping and ferry services on the Volta Lake in Ghana. The study involved a review of current operations, financial performance, fleet and supporting infrastructure, followed by identification of areas in which DANIDA assistance could be beneficial, preparation of proposals for such assistance, and financial and economic evaluation.

**Development Study of the Transport System of the Atlantic Coast of Nicaragua, DANIDA (1990/91)**

Following a request by the Nicaraguan Government, DANIDA financed a study of the rehabilitation and modernisation of the transport system, including the definition of an emergency programme to facilitate the renewed transport of goods and people in the project area. The project was undertaken with Danish consulting engineers Ramboll and Hannemann.

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**Transport Input to the Five Year Plan, Belize, Overseas Development Administration (1990)**

Member of a two man team assisting the Ministry of Economic Development by preparing a draft transport section for the five year plan. Particularly responsible for sea and air transport components, including a review of existing infrastructure and assessment of current and future needs.

**Determinants of Change in Transport, European Commission (1990)**

Team Coordinator in this major statistical examination of Europe's transport industries, undertaken for the European Commission in association with Touche Ross Europe. The scope of the study included all modes of transport, both domestic and between member states, including transport through third countries such as Switzerland, Austria and Yugoslavia.

**Technical Advice Regarding Lowlands Airports Policy, UK, Scottish Development Agency (1989)**

Economist on a study of the likely impact on Scottish Aviation and the Scottish economy of a possible transfer of long haul flights from Prestwick airport to either Glasgow or Edinburgh. The study involved an examination of alternative routings for Scottish long haul traffic, the potential for routing English, Irish and Continental European traffic through Scotland, Airline reactions to the proposed changes, technical issues concerning the characteristics of the airports involved, and the likely employment and economic impacts of the development of new services.

**Brazilian Port Planning Technical Assistance (1988/1989)**

Senior Economist in a long term joint engineering economics advisory team working within PORTOBRAS, the Federal port planning agency, examining Brazilian consultants' work on the World Bank national ports programme. Responsible for developing TORs, assessing proposals and supervision of the ongoing work of consultants involved in the project, along with advice to PORTOBRAS and liaison with visiting World Bank missions.

**Future Ship Project Review, UK, Japan Ship Centre (1988)**

A review of the status of advanced ship conceptual studies being carried out in European countries, including Scandinavia.

**Scottish Air Transport - 2000, UK, Scottish Development Agency (1988)**

A major air passenger and freight forecasting exercise covering all traffic to and from Scotland over the period to the year 2000.

**Airbus Purchase Review, Somalia, UK Overseas Development Administration (1988)**

Economist on this review of Somalia Airlines' decision to purchase an Airbus A310-300 aircraft. The review involved analysis of the financial and foreign currency impacts of purchasing the A310, and consideration of alternatives.



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**Rail Freight Terminal Location Strategy Study, Scotland, British Rail, (1988)**

Economist on this study carried out prior to the merging of the British Rail subsidiary responsible for container transport with the department responsible for less than wagon load traffic. The study involved a review of terminal sites, both in use and potential, and consideration of the likely impact of new technology and of the potential for locating rail users alongside rail freight nodes.

**European Shipping Policy Study (1988)**

Employed on an examination of shipping policy measures available to the European Economic Community and its member governments. This had the objective of identifying measures by which the shipping, shipbuilding and marine equipment industries could be assisted.

**Islamic Shipping Study (1987/88)**

A study to identify opportunities for maritime cooperation between Islamic states. The study covered all members of the Organisation of the Islamic Conference, with twelve being selected for closer examination.

**Isle of Wight Steam Railway Extension Study, UK (1987)**

A study of a proposed extension to a touristic steam railway on the Isle of Wight, a popular tourist destination off the southern coast of England. Prepared market projections for the Isle of Wight as a whole, and for the steam railway in particular.

**Batam Airport Review, Indonesia, UK Overseas Development Administration (1987)**

Batam Island is located close to Singapore and has been selected by the Government of Indonesia for rapid industrial and economic development. This review, relating to Phase 2 of the airport development, assessed the need for the investment in the light of forecast traffic and examined its economic and financial viability and environmental impact.

**Solomon Islands Transport Survey, CFTC (1987)**

Responsible for the air and land transport aspects of this study including air transport and its regulation, airports, roads, vehicles and public transport. The survey concentrated on assessing the efficiency and adequacy of the transport network and on identifying policy options to overcome existing problems.

**Jordan Railway Study, Private Client (1987)**

Responsible for preparing and applying a financial model to determine the minimum rail tariff needed to cover the costs of a proposed new standard gauge railway and to achieve the equity investors' profit objective.

**Thames Tideway Study, UK (1987)**

This study examined the future role of transport and tourist boat services on the tidal river Thames. Particularly responsible for a review of the existing river boat industry and for examining the economics of providing additional piers.

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### **Haven Ports Pilotage Study, UK (1987)**

Member of a team advising Harwich Harbour Board and Trinity House on practical and financial aspects of a proposed joint venture to provide pilotage services to the Haven Ports of Harwich, Parkestone Quay, Felixstowe, Ipswich and Mistley.

### **Guangzhou Port Traffic Forecasts, China (1987)**

Advice to joint venture partners in a proposed extension to the port of Guangzhou. Prepared traffic forecasts, followed by financial projections.

### **Port of Bristol: Economic Input to the Corporate Plan, UK (1986)**

Took part in a port market study and study of marketing options available to the Port of Bristol, for use in the corporate plan.

### **Rosyth and Devonport Naval Dockyards, UK, Ministry of Defence (1986)**

This project concerned the future privatisation of the two major naval dockyards. Responsible in particular for the preparation of market forecasts, taking into account the volume of shipping activity, ship size constraints, the facilities available and the competition.

### **Performance Contract Study, The Gambia, Government of the Gambia (1986)**

Member of a multidisciplinary team carrying out a study to develop draft performance contracts between three parastatals and the Government. Worked primarily on a performance contract for the Gambia Ports Authority (GPA) and was responsible for clarifying the objectives of the GPA; clarifying mutual commitments between the GPA and the Government; reviewing operations and recent financial performance; identifying strategies to improve performance and criteria for judging performance; and developing an outline management incentive scheme.

### **Bioko Rural Roads Study, Equatorial Guinea, Government of Equatorial Guinea (1986)**

Economist in a multidisciplinary team carrying out a rural roads rehabilitation study in Bioko, Equatorial Guinea. Specifically responsible for the preparation of economic and traffic forecasts and for vehicle operating costs studies.

### **Spain-UK Ferry Service Study, UK, Sealink British Ferries (1986)**

Carried out a study of a proposed ferry service between the UK and Northern Spain. Likely future cargo volumes were assessed, taking into account the potential for diversion from cross Channel routes and from container ships, and the effects of the accession to the EEC of Spain and Portugal. The type and size of ship and suitable routes for the service were reviewed and a preliminary financial appraisal of the project was carried out.

### **Offshore Supply Vessel Study, UK, Offshore Supplies Office (1985)**

Participated in a study of the problems facing the UK offshore supply vessel industry. This included an examination of the costs of operating British and foreign flag vessels, the subsidies available and problems of access to the various markets.

### **Euroroute Planning Study, UK, Private Client (1985)**

Took part in the preparation of traffic and revenue forecasts for one of three alternative schemes to construct a fixed transport link across the English Channel, particularly concerned with modelling and forecasting passenger flows.

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### **Rhondda Valleys Heritage Centre, Wales, UK (1985)**

Conducted a survey of the effectiveness of heritage centres worldwide as tourism “draws” as input to this study.

### **Glasgow Planetarium Study, Scotland, Scottish Development Agency (1985)**

Carried out a market study for this proposed development.

### **Housing Corporation Report (1985)**

Valuation of a housing estate in Iran, for litigation purposes.

### **Security Guards’ Uniform Survey, UK, Private Client (1985)**

Statistical analysis of uniform costs for submission to the UK taxation authorities.

### **Somali Ports Authority Masterplan Study, Government of Somalia (1984)**

Participated in a detailed study of the operations of the Somali Port Authority including an examination of its management structure, cargo handling rates and practices, staffing, costs and revenues, tariffs, accounting practices and future infrastructure requirements.

### **Department of Transport Study, Yemen, Government of YAR (1984)**

This study involved the definition of the structure and functions of a newly established Department of Transport

### **OAPEC Ship Repair Yard (1983)**

As a result of an earlier study for OAPEC, developed a suite of computer programs for use in the economic and financial appraisal of ship repair yards.

### **Aughinish Marine Terminal Study, Eire (1983)**

Carried out a vessel queuing study of this marine terminal in Eire using both existing computer programs and purpose written ones.

### **Industrial Ports Study, Mexico, Government of Mexico (1983)**

Economist in a team carrying out a study of Mexico's Industrial Ports Programme. Responsible for the preparation of shipping forecasts, application of a port capacity model using realistic cargo handling rates and preparation of an appraisal of cargo handling equipment.

### **Yemen Sea Transport Corporation (1983)**

Economist in a Corporate Development Study carried out for the Yemen Sea Transport Corporation. This study examined the market opportunities and development options available to the Corporation and made recommendations concerning its future development, organisation and staffing.

### **Wavepower Programme Review, UK Government (1983)**

Application of risk analysis to proposed wave energy devices.

### **Bus Maintenance Review, UK, Greater London Council (1983)**

Reviewed a report on bus maintenance produced by London Transport and recommending closure of a bus maintenance works.

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### **Royal Docks Feasibility Study, UK, Greater London Council (1982)**

Member of a team carrying out a reappraisal of the decision to close water access to the Royal Docks in London.

### **Aqaba Tug Study, Jordan, Government of Jordan (1982)**

Developed a computer program for simulating tug operations at the port of Aqaba.

### **Annan Harbour Study, UK, Scottish Development Agency (1982)**

Carried out the above study for the Scottish Development Agency. It involved a cost benefit analysis of a proposed new quay on the river Annan and identification of potential users. The shadow pricing of labour at an adjacent factory proved to be an important part of this study.

### **Critique of Air Traffic Forecasts, Indonesia, Private Client (1982)**

Prepared a critique of air traffic forecasts prepared for Balikpapan airport by a French consortium. The purpose of the critique was to assess the validity of the forecasts as a basis for airport expansion.

### **Nelson Dock Prefeasibility Study, UK, Charity (1981)**

Carried out a prefeasibility study of reopening the Nelson Dock at Rotherhithe in London. The potential market for this dry dock was seen as consisting of river craft and small coasters.

### **Surabaya CFS Study, Indonesia (1981)**

Advised a team planning a container freight station layout on requirements for equipment, container stacking, truck parking and shed capacity based on an analysis of operational demands.

### **Surabaya Port Study, Indonesia (1981)**

A member of the team carrying out a port extension study for the port of Surabaya. This study involved the outline design and appraisal of a number of new facilities including a container terminal and quays, new berths for the larger domestic vessels and additional facilities outside the port for the small traditional vessels used in the interisland trades

### **Mina Sulman Container Terminal Study, Bahrain, Government of Bahrain (1981)**

A member of the team carrying out a container terminal expansion study for the port of Mina Sulman, Bahrain. This study involved consideration of the future terminal requirements and of the options for satisfying these needs, including the possible conversion of existing breakbulk berths.

### **OAPEC Ship Repair Yard Study, Libya and Algeria (1980/82)**

This study involved selection of the optimum location for a ship repair yard from among several of the member countries of OAPEC, and economic and financial appraisal of the facility within the chosen country.

### **Yare Basin Flood Prevention Reappraisal, UK, Anglian Water Authority (1980)**

Economist responsible for the reappraisal of a plan to construct a tidal barrier at the mouth of the river Yare. If built this barrier would have changed the nature of the Norfolk Broads, an important wetlands area, and also encouraged changes in land use.

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### **Cyprus Ports Operations Study, Cyprus Ports Authority (1980)**

Involved in an operations and management study being carried out for the Cyprus Ports Authority.

### **Ship Repair Yard Study, Iraq, State Organisation of Iraqi Ports (1979/80)**

Economist in a team carrying out a ship repair yard study for the State Organisation of Iraqi Ports.

### **Syro-Jordanian Shipping Study, Syro-Jordanian Shipping Company (1978)**

Shipping economist in a study of vessel operations and purchase for the Syro-Jordanian Shipping Company.

### **Bangladesh Shipping Study, Bangladesh Shipping Corporation (1978)**

Shipping economist in a study of vessel requirements for the Bangladesh Shipping Company.