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Professional Summary

Dr. Paul E. Kent has 35+ years' experience in the field of ports, surface transport, and logistics and is a world leading authority on port institutional reform, regulation, and privatization. He has conducted and/or directed more than 200 projects in 50+ countries around the world. His experience includes economic assessments and financial analysis, institutional reform and privatization, legal and regulatory studies, competitiveness assessments and strategic planning, master plan feasibility studies, transport logistics analysis, international arbitration, and formulation of "green" concessions. Prior to joining Monument Economics Group, Dr. Kent was Senior Vice President and Global Advisor for Ports and Infrastructure at Nathan Associates Inc. and before that served as Associate Director of Louisiana State University's National Ports and Waterways Institute.

Dr. Kent's international arbitration cases have involved regulatory and competition dimensions of port concessions, particularly relative to global best practices. His work has also focused on the development of decision support tools to assist policy makers, regulators, and the private sector. His first such tool, published in his article "Port Competition Regulation: A Tool for Monitoring for Anti-Competitive Behaviour" (*International Journal of Maritime Economics*), provides regulators the ability to monitor the competitive behavior of port operators. The tool was developed in his dissertation "Worldwide Port Privatization Experiences and the Development and Application of a Model to Monitor for Anticompetitive Behavior in Highly Concentrated Markets", which later formed the basis for much of the Regulatory Module of the World Bank's *Port Reform Toolkit*. Dr. Kent also directed the development of a transport logistics diagnostics tool that allows the user to assess the performance of a transport logistics chain in terms of time, cost, and reliability, and compare the assessment results with global and regional benchmarks. That tool was applied to 40+ corridors across more than 30 countries. Dr. Kent also led the development of a port performance and capacity assessment tool that enables the port regulator to assess port development needs and to monitor port performance using a range of indicators.

Dr. Kent has made presentations to numerous trade and industry organizations and has conducted training for port executives in port institutional, regulatory, economic, performance, and strategic

planning matters Australia's Department of Foreign Affairs and Trade, Germany's KfW Development Bank and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), International Finance Corporation, Japan International Cooperation Agency, Organization of American States, United Nations Development Program, UN Conference on Trade and Development, UN Economic and Social Commission for Asia and the Pacific, UN Economic and Social Commission for Latin America and the Caribbean, U.S. Agency for International Development, World Bank, and the World Free Zone Organization. He has also served as Visiting Faculty for the Caribbean Maritime University and as guest lecturer at George Washington University, Georgetown University, Louisiana State University, National University of Singapore, Old Dominion University, University of New Orleans, Universidad EAFIT (Colombia), West Virginia University, and Wollongong University (Dubai and Australia), among others, and has presented refereed papers at numerous academic conferences. He also created, managed, and served as featured lecturer for an international port executive program sponsored by the Port of New Orleans and the New Orleans World Trade Center for 20 years. Dr. Kent's clients include most multilateral financial institutions, donor agencies, foreign government ministries, regulatory and transportation authorities, investment banks, project owners, and port operators.

Education

- Ph.D., Maritime Economics, Central Scientific Institute for Water Transport Economics and Operations, Moscow, Russia, 2000
- Master of Science in Urban Studies (M.S.U.S.), College of Urban and Public Affairs, University of New Orleans, 1984; thesis: Analysis of Financial Alternatives for Port Development: The Port of New Orleans as a Case Study
- Master of Public Administration (M.P.A.), Graduate School of Public Administration, West Virginia University, 1977
- Bachelor of Arts, Political Science, College of Arts and Sciences, West Virginia University, 1976

Country Work Experience

Argentina, Bangladesh, Brazil, Bulgaria, Cape Verde, China, Colombia, Costa Rica, Ecuador, Egypt, El Salvador, Georgia (former Soviet Union), Ghana, Grenada, Guatemala, Haiti, Honduras, India, Indonesia, Jamaica, Jordan, Kenya, Malaysia, Mauritius, Mexico, Moldova, Myanmar, Namibia, Nicaragua, Nigeria, Oman, Pakistan, Panamá, Perú, Puerto Rico, Russia, Saudi Arabia, Somalia, Sri Lanka, South Africa, Tanzania, Turkey, Turkmenistan, United States, United Arab Emirates/Abu Dhabi, Uruguay, Venezuela, Vietnam

International Arbitration

- DPWorld Callao S.R.L., P&O Dover (Holdings) Limited, and The Peninsular and Oriental Steam Navigation Company v. The Republic of Peru, ICSID Case No. ARB/11/21
- Autoridad Portuaria de Manta v. Terminales Internacionales de Ecuador S.A, IIHC, Hutchinson Port Holding Limited, Case No. 091-13

Project Experience

Port Institutional and Regulatory Reform

Senior Port Regulatory Specialist, Review of Draft Port Law, Mozambique (2020); Technical Director, Port Authority Institutional Capacity Development Program, Haiti (2016-2018); Ports Advisor, World Bank Advisory Team for Transport Sector Reform, Oman (2014-2015); Senior Port Institutional Specialist, World Bank National Port Strategy, Saudi Arabia (2013); Team Leader, Scoping Study for Port Labor Reform, Indonesia (2012); Team Leader, Scoping Study for Port Operations Administration Toolkit, Indonesia (2012); Team Leader, Preparation of National Port Master Plan Decree and Technical Memorandum, Indonesia (2011-2012); Team Leader, Port Sector Institutional Reform, Indonesia (2011); Team Leader, Port Sector Legal Reform and Privatization Strategy, Nicaragua (2009-2010); Team Leader, Preliminary Assessment for Establishing a Port Regulator, Egypt (2008); Team Leader, Abu Dhabi Maritime Regulation Project (2006-2007); Team Leader, Development of National Transport Policy, Ghana (2005-2006); Team Leader, Port Sector Regulatory Review, South Africa (2003); Team Leader, Costa Rica World Bank Port Reform Workshop (2003); Team Leader, Guidelines for Port Sector Reform, South Africa (2002); Port Regulatory and Privatization Specialist, World Bank on Port Reform, Privatization, and Concession Structure and Strategy for East African Region (2002); Work Shop Leader, Workshop on Port Reform and Privatization for the Nigeria Port Sector (2001); Team leader, Development of Regulatory Module for Port Reform Toolkit (1999-2000); Team Leader, Establishment of a National Port Sector Unfair Trade Practices Monitoring System, Colombia (1998); Team Leader, Technical Assistance to Russia's Port Sector Reform, with Port Archangelsk as a Model (1997); Transition Plan for the Transfer of the Panama Canal (1993-1994), Port Sector Reorganization Plan for Nicaragua (1992-1993); Venezuela National Freight Transportation Study (Port Sector Reorganization component) (1993); National Port Development and Reorganization Plan for Costa Rica (1995); Port Institutional Specialist, Organizational Review of the Los Angeles Harbor Department (1995); Team Leader, Russian Port Restructuring Training Program (1994); Financial Projections for the Superintendente General de Puertos, Colombia (1992); Port Specialist, Port/Customs Operations Interface Assessment, Colombia (1992); Port Reform and Development Strategies for the Port Sector in Asia (1992); Technical Assistance for Restructuring Costa Rica's Port System (1992); Team Leader, Development and Implementation of Management Information System for the National Port Authority of Colombia (1990-1991); Team leader, Reorganization Plan for Colombia's Port Sector (1991); Team Leader, Technical Assistance Project for the Somali Ports Authority (1989); Team Leader, Somali National Ports Authority Technical Assistance Program (1989); United States Pilotage System Comparative Assessment (1988); Louisiana Statewide Port Assessment (1987); Study on the Future of the Port of New Orleans (1984); Study on Financing the Future of the Port of New Orleans (1984).

Port Privatization, Concession Strategy, and Investment Due Diligence

Director, Concession Supervision and Regulation Program, Puerto Cortes, Honduras (2014 - 2016); Port PPP Advisor, Ministry of Treasury/Kenyan Ports Authority (2016-2017); Director, PPP Advisory Services for Port Transaction, Haiti (2015-2016); Port Concession Specialist, Assessment of Concession Bids and Negotiations, Puerto Moin Container Terminal, Costa Rica (2011); Team Leader, El Salvador Port Sector Market Assessment (2010-2011); Team Leader, Port Sector Institutional Reform and Privatization, Cape Verde (2009-2010); Team Leader,

Preliminary Assessment for Coal Terminal/Power Project, Uruguay (2009-2010); Team Leader, Investment Due Diligence Assessment, New Container Terminal, Buenaventura, Colombia (2007-2008); Team Leader, Investment Due Diligence Assessment, Greenfield Container Terminal, Santos, Brazil (2007-2008); Team Leader, Technical Advisory Services for Puerto Callao Concession Program, Peru (2005-2006); Team Leader, Establishment of the Independent Port Regulator, South Africa (2003-2004); Transaction Advisor, Preparation and Execution of Port Concession Program, Port of Poti, Georgia (2003-2004); Team Leader/Port Specialist, National Concession Reform Program, Guatemala (2003-2004); Transaction Advisor, Technical Advisory Services to the Buenaventura, Colombia Port Concession (2003); Team Leader, Privatization Feasibility Study and Development of Transaction Documents for Port Manta, Ecuador (2000-2001); Team Leader, Port Privatization Study and Implementation for Nicaragua (2000-2001); Port Specialist, Due Diligence Study for Belde Container Terminal, Turkey (2000); Atlantic Gateway Port Market Assessment, Nicaragua (1999); Port Sector Privatization Study and Implementation, Costa Rica (1999-2000); Port Specialist, Port Callao, Peru Due Diligence Assessment (1999); Port Specialist, Container Transshipment Center Marketing Analysis for Privately Owned/Operated Container Terminal, Manzanillo, Panama (1994).

Master and Strategic Planning

Team Leader, Comprehensive Port Master Plan Feasibility Study, Port of Yangon, Myanmar (2019-2021); Port Advisor, Master Plan Study for Port and Special Economic Zone, Liberia (2020); Team Leader, Port of Albany Master Plan (2018-2019); Team Leader, Port of Albany, New York Growth Strategies Study (2016-2017); Lead Ports Advisor, World Bank Panel, Suez Canal Area Development Program (2014-2015); Team Leader, Master Plan Feasibility Study for Andalucía Inland Water Port, Colombia (2013-2015); Corporate Principal/Port Specialist, Ethiopia National Logistics Strategy (2013-2015); Port Strategy Specialist, World Bank National Port Strategy, Saudi Arabia (2011-2013); Team Leader, Master Plan Feasibility and PPP Study for New Port, Haiti (2011-2012); Team Leader, Port Economic and Financial Assessment, New Container Terminal, Namibia (2011-2012); Team Leader, Scoping Study for Master Plan and PPP Transaction, Indonesia (2012); Team leader, Preparation of National Port Master Plan, Indonesia (2011); Team Leader, Puerto Bahía Liquid Products Terminal Feasibility Study, Colombia (2010-2011); Team leader, Port Institutional and Concession Strategy Specialist, Tema and Takoradi Master Plan Feasibility Studies, Ghana (2009-2010); Team Leader, Development of Multimodal Perishable Logistics Hub, Panama (2006-2007); Team Leader, Container Terminal Feasibility Study, Republic of Georgia (2006); Team Leader, National Port Development Plan, Perú (2003-2004); Team leader, Puerto Quetzal, Guatemala Master Plan (2003-2004); Team Leader, Panama Canal Market Segment Studies (2002-2003); Team Leader, Development of Corporate and Master Plan and Corporatization of Dredging and Engineering Services, Karachi Port Trust, Pakistan (1999-2000); Team Leader, Business Plan Development for a Privately Owned Port in Ecuador (1998); Strategy Specialist, Growth Strategies Study for the Panama Canal (1996); Port Strategy Specialist, Port Development Strategies Study/Indonesia (1995-1996); Team Leader, Master Development Plan for the Port of Buenaventura, Colombia (1995-1996); Team Leader, Evaluation of Opportunities and Strategies for Increasing Cruise Shipping in Louisiana (1994); Port Specialist, Development Plan for Port Turkmenbashi, Turkmenistan (1997); Port Specialist, Port Competitiveness Analysis for the Sociedad Portuaria Regional de Cartagena (1997); Inland Water Port Specialist, Upper

Mississippi River Intermodal Transport Facility (1989); Team leader, Puerto Rico Port System Plan (1992); Team Leader, Costa Rica National Port System Study (1986); Team Leader, Port of Alexandria/Louisiana, Red River Port Study (1986); Port Specialist, Lower Mississippi River Intermodal Container Handling Facility (1984).

Port Operational Assessments

Team Leader, Mitigation Strategy for Container Terminal Congestion, Vietnam (2020-2021); Team Leader, Comparative Performance Assessment of Central America's Ports (2013-2014); Team Leader, Port Operational Startup Plan, Santos, Brazil (2008); Team Leader, Port Operational Startup Plan, Santa Catarina, Brazil (2008); Team Leader, Port Operational Startup Plan, Buenaventura, Colombia (2008); Corporate Principal, Conceptual Design of Computerized Container Terminal Operations System, Chittagong, Bangladesh (2005-2008); Team Leader, Port Performance and Capacity Assessment Indicator System Study, Colombia (2005-2006); Lead Researcher, Study of Port Inefficiencies and Their Impact on Trade Flows, Costa Rica as a Case Study (2003-2004); Team Leader, Port Sector Competitiveness Assessment and Reform for Bulgaria (2001); Development of Operational Standards for Ports, Colombia (1992).

Transport Logistics Analysis and Corridor Studies

Senior Logistics Advisor, Moldova Border Queue Management System Development (2019-2020); Moldova Logistics Assessment (2018); Lead Developer, FastPath Transport Logistics Diagnostics Version 2.0 Development (2012-2015); Team Leader, Preliminary Assessment of Impact of 3D Printing on Trade Flows (2017); Corporate Principal, Programme for Infrastructure Development in Africa – PIDA, Transport and Logistics Component (2012-2014); Corporate Principal, CORE Strategic Transport Network Study, East and Southern Africa (2010-2011); Corporate Principal/Port and Logistics Specialist, Freight Corridor Performance Assessment, Nigeria (2010); Lead Developer, Development of a Computerized Diagnostics Tool for Assessing Transport Logistics Chain Performance -- FastPath (2005-2007); Corporate Principal, Assessment of Freight Corridor Performance, Colombo, Sri Lanka (2006-2007); Team Leader, Central America Maritime Highway Feasibility Study (2006); Team Leader, ASEAN Freight Corridor Assessment Study (2006-2007); Corporate Principal/Port Specialist, Assessment of Maputo-Gauteng (Mozambique-South Africa) Corridor Performance (2006-2007); Corporate Principal/Port Specialist, Dhaka-Chittagong (Bangladesh) Corridor Assessment (2006-2007); Team Leader, Port Logistics Study, Egypt (2006); Team Leader, Philippines Ro/Ro Highway System Feasibility Study (2006); Freight Corridor Options Assessment, Freight Shipments from Northern Germany to Pakistan (2006); Principal Investigator, Prefeasibility Study for a Dry Port System in Colombia (1994).

Inland Waterway and Maritime System Assessments

Maritime Economist, High Speed Ferries and Coastwise Vessels: Evaluation of Parameters and Markets for Application (1999-2000); Team Leader, China Inland Water Transport Sector Reform (1998); Maritime Economist, Maritime System of the Americas (1995); Team Leader, Development of Training-of-Trainers Program, Inland Water Transport Sector Training for Vietnam (1995); Maritime Economist, U.S. Inland and Ocean Vessel System Feasibility Study, 1993; Maritime Economist, River/Ocean Vessel Feasibility Study for Mid-America to Mexico (1992); Team Leader, Inland Water Transport Training of Trainers for Asia's Inland Water Transport Sector/United Nations Economic and Social Commission for Asia and the Pacific

(1991); Principal Investigator, Conceptual Analysis of Floating Maintenance, Repair, and Training Facility for Inland and Coastal Ports (1988).

Special Purpose Zones

Team Leader, Jamaica Logistics Hub Feasibility Study (2015-2017); Corporate Principal, Development of Corporate Financial Model, Duqm Special Economic Zone Authority, Oman (2012); Corporate Principal/Institutional Specialist, Organizational Options for Duqm Special Economic Zone Authority, Oman (2011); Corporate Principal/Institutional Specialist, ICT Park Feasibility Study, Ghana (2009-2010); Institutional Specialist, Aqaba Zone Economic Mobilization (AZEM) Project (2005); Corporate Principal/Institutional Specialist, Feasibility and Institutional Study for an ICT Park/Distance Learning Center, Bhutan (2004-2005); Strategy Specialist, Development of Private Sector Free Zones in Colombia (2002).

Employment Record

Senior Vice President and Managing Director, Ports and Logistics (2021-present), Monument Economics Group, Arlington, Virginia.

Senior Vice President/Global Advisor, Ports and Infrastructure (2010-2021), **Vice President** (2004-2010), **Managing Director** (2003-2004) and **Principal Associate** (2000-2002), Nathan Associates, Inc., Arlington, Virginia.

Associate Director, National Ports and Waterways Institute, Louisiana State University, Arlington, Virginia (1994 – 2000) and **Group Manager/Research Associate, Policy, Management, and Training**, National Ports and Waterways Institute, Louisiana State University, Baton Rouge, Louisiana (1984 – 1994).

Associate Director, Louisiana Urban Technical Assistance Center, College of Urban and Public Affairs, University of New Orleans (UNO), New Orleans, Louisiana (1981 – 1984).

Planning Officer, State Planning Office, Louisiana Office of the Governor, Baton Rouge, Louisiana (1979 – 1981).

Director of Planning, Kisatchie-Delta Regional Planning District, Alexandria, Louisiana (1977 – 1979).

Professional Organizations

- International Association for Maritime Economists (IAME)
- Editorial Panel, Research in Transportation Business & Management Journal
- Conference Committee, IAME 2014 Conference, Norfolk, Virginia
- International Scientific Steering Committee, IAME 2014 Conference, Norfolk, Virginia
- Academy for International Business
- Phi Kappa Phi Academic Honor Society

Publications

Kent, Paul E., *The Business of Sea Ports: A Guide for Practitioners*, in progress, expected publication in 2022.

- J.-F. Arvis, P. E. Kent, B. Shepherd, and R. Nair, "Additive manufacturing and the diffusion of 3d printing: Impact on international trade," World Bank, 2017.
- Kent, Paul E., Fahad Almarzouq, Paul Amos, Richard Bullock, Robin Carruthers, Asif Faiz, Richard Podolske, and Ziad Nakat, *Institutional and Governance Structure of Oman's Transport Sector: Challenges and Options for Reforms*, The World Bank, 2015.
- Kent, Paul E., Fahad Almarzouq, Paul Amos, Richard Bullock, Robin Carruthers, Asif Faiz, Richard Podolske, and Ziad Nakat, *On the Move: a look on the transport sector's management in Chile, Finland, Morocco, South Africa, and South Korea*, The World Bank, 2015.
- Kent, Paul E., Asaf Ashar, and Gerardo Ayzanoa, "How Fit are Central America's Ports? An Exercise in Port Performance Assessment", peer-reviewed paper presented to the Annual Conference of the International Association of Maritime Economists, Norfolk, Virginia, 2014.
- Kent, Paul E. and Alan Fox, "Is Puerto Limon a Real Lemon? The Impact of Port Inefficiency on a National Economy", in *The International Handbook of Maritime Economics*, edited by Kevin Cullinane, 2011.
- Banomyong, Ruth, Peter Cook, and Paul Kent, "Formulating regional logistics development policy: the case of ASEAN, *International Journal of Logistics Research and Applications: A Leading Journal of Supply Chain Management*, 11:5, 359-379, 2008.
- Kent, Paul E. and Peter Cook, "FastPath: A Diagnostics Tool for Assessing the Performance of the Transport Logistics Chain", *Proceedings of the Conference of International Association of Marine Engineers*, June 2007.
- Cook, Peter D. and Paul Kent, "Measuring the Performance of Transport Logistics Corridors in Developing Countries: The FastPath Approach", *Proceedings of the Transportation Research Forum*, March 2007.
- Kent, Paul E. and Peter Cook, "FastPath: A Diagnostics Tool for Assessing the Performance of the Transport Logistics Chain", peer reviewed conference paper), *Annual Conference, International Association of Maritime Economists*, Athens, Greece, June 2007.
- Kent, Paul E., *Emerging Challenges in Africa's Port Sector: the "Congestion Pandemic" and Constraints to Efficiency*, Nathan Associates Inc., TCB Project, US Agency for International Development, Washington, D.C. 2005.
- Kent, Paul E. and Alan Fox, *Is Puerto Limón a Real Lemon? Port Inefficiency and its Impact*, Annual Conference, International Association of Maritime Economists, Cyprus, June 2005.
- Kent, Paul E. and Alan Fox, *The Broad Economic Impact of Port Inefficiency: A Comparative Study of Two Ports*, Nathan Associates Inc., TCB Project, US Agency for International Development, Washington, D.C. 2004.
- Londoño, María del Pilar and Paul E. Kent, "A Tale of Two Ports: The Cost of Inefficiency", The World Bank, Washington, D.C., December 2003.
- Kent, Paul E., "Emerging Trends and their Impact on Colombia's Ports", *International Port Symposium*, Conference Proceedings, Bogota, Colombia, 2003.
- Kent, Paul E., "Monitoring for Port Antitrust Behavior: An Operational Model and Future Challenges", *Annual Conference Proceedings: International Association of Maritime Economists*, November 2002, Panama.

- Kent, Paul E., "Worldwide Port Reform and Privatization Trends: Practices, Issues, and Competitiveness", *Conference Proceedings: Black Sea Ports and Transport Conference*, October 2001, Bourgas, Bulgaria.
- Kent, Paul E., "Regulating Port Competition: Hands Off!", *Conference Proceedings: Terminal Operations Conference of the Americas*, October 2001, Miami, Florida.
- Kent, Paul E. and Asaf Ashar, "Port Competition Regulation: A Tool for Monitoring for Anti-Competitive Behaviour", *International Journal of Maritime Economics*, Volume III, Number 1, January-March 2001.
- Kent, Paul E. and Richard Blankfeld, *Port Reform Toolkit*, Port Regulation Module, World Bank, Washington, D.C., March 2001.
- Kent, Paul E. and Anatoly Hochstein, "Port Reform and Privatization in Environments of Limited Competition: The Experience in Colombia, Costa Rica, and Nicaragua", *Maritime Policy and Management*, Volume 25, No. 4, pp. 313–333, 1998.
- Kent, Paul E., *Indonesia's Port Sector—A Case Study of Shipping Strategies, Development Requirements, and Port Sector Reform*, International Program for Port Planning and Management, New Orleans, Louisiana, 1997.
- Kent, Paul E., *Costa Rica's Port Sector, a Case Study of Port Sector Reform, Master Planning, and Privatization*, International Program for Port Planning and Management, New Orleans, Louisiana, 1997.
- Kent, Paul E., "Port Development Trends in Latin America", *Transportation Quarterly*, Volume 51, No. 2, Spring 1997, pp. 15–22.
- Kent, Paul E. and Anatoly Hochstein, "Strategies for Improving Port System Performance: Worldwide Experience" (with Anatoly Hochstein), *Privatizing Transportation Systems*, edited by Simon Hakim, Paul Seidenstat, and Gary W. Bowman, 1996.
- Kent, Paul E., "Labor Relations and the Transfer of the Panama Canal," *Maritime Policy and Management*, Volume 22 Number 2 April–June 1995.
- Woodbury, Paul and Paul Kent, "Transition Planning for the Transfer of the Panama Canal", *Ports '95*, American Society of Civil Engineers/Permanent International Association of Navigation Congresses (PIANC), March 1995.
- Kent, Paul E., "Asia's Port Sector: the Need to Institutionalize Training", *Marine Policy*, Volume 16, Number 5, September 1992.
- Kent, Paul E., "The Asian's Port Sector: Institutionalization of Training", *Business Economic Quarterly*, Bureau of Research, College of Business and Public Administration, Old Dominion University, Spring 1992, Volume 5, No. 2.
- Kent, Paul E., *Water Transportation Training Management*, United Nations Economic and Social Commission for Asia and the Pacific, 1990.
- Kent, Paul E., "Addressing Port Training Needs in the Caribbean Region," (Invited Editoralist), *The Buyer's Guide to Manufacturers 1990*, International Cargo Handling and Coordination Association, Milbank Publications, London, England, January 1990.
- Kent, Paul E. and John Binkley, "State Oversight of Pilotage in the United States: Louisiana as a Case Study," *Transportation Quarterly*, Vol. 44, No. 1, January 1990.
- Kent, Paul E., "Executive Development Challenges Facing the Caribbean's Port Industry," *Exports and Education: the Emerging Role of Colleges and Universities in Support of U.S. Business in*

International Trade, William M. Craft, Editor, Bunker Hill Community College/U.S. Department of Education Title VI-B Business and International Education Program, Boston, MA, November 1989.

Technical Reports (author or co-author)

1. Mitigation Strategy for Container Terminal Congestion, Vietnam (2021)
2. Comprehensive Port Master Plan Feasibility Study, Port of Yangon, Myanmar (2021)
3. Master Plan Study for Port and Special Economic Zone, Liberia (2020)
4. Review of Draft Port Law, Mozambique (2020)
5. Moldova Border Queue Management System Development (2020)
6. Liberia SEZ and Port Feasibility Study (2020)
7. Moldova Logistics Assessment (2019)
8. Port of Albany Master Plan (2019)
9. Port Authority Institutional Capacity Development Program, Haiti (2018)
10. Port of Albany, New York Growth Strategies Study (2017)
11. Preliminary Assessment of Impact of 3D Printing on Trade Flows (2017)
12. Jamaica Logistics Hub Feasibility Study (2017)
13. Kenya Port PPP Advisor Technical Assessment, Ministry of Treasury/Kenyan Ports Authority (2017)
14. Concession Supervision and Regulation Assessment, Puerto Cortes, Honduras (2016)
15. PPP Advisory Services for Port Transaction, Haiti (2016)
16. Suez Canal Area Development Program (2015)
17. Master Plan Feasibility Study for Andalucía Inland Water Port, Colombia (2015)
18. Ethiopia National Logistics Strategy (2015)
19. Transport Sector Reform, Oman (2015)
20. FastPath Transport Logistics Diagnostics Version 2.0 Development (2015)
21. Programme for Infrastructure Development in Africa – PIDA, Transport and Logistics Component (2014)
22. Comparative Performance Assessment of Central America’s Ports (2014)
23. National Port Strategy, Saudi Arabia (2013)
24. World Bank National Port Strategy, Saudi Arabia (2013)
25. Master Plan Feasibility and PPP Study for New Port, Haiti (2012)
26. Port Economic and Financial Assessment, New Container Terminal, Namibia (2012)
27. Scoping Study for Master Plan and PPP Transaction, Indonesia (2012)
28. Scoping Study for Port Labor Reform, Indonesia (2012)
29. Scoping Study for Port Operations Administration Toolkit, Indonesia (2012)
30. Preparation of National Port Master Plan Decree and Technical Memorandum, Indonesia (2012)
31. Development of Corporate Financial Model, Duqm Special Economic Zone Authority, Oman (2012)
32. Organizational Options for Duqm Special Economic Zone Authority, Oman (2011)
33. Port Sector Institutional Reform, Indonesia (2011)

34. National Port Master Plan, Indonesia (2011)
35. Puerto Bahía Liquid Products Terminal Feasibility Study, Colombia (2011)
36. Technical Report, Assessment of Concession Bids and Negotiations, Puerto Moin Container Terminal, Costa Rica (2011)
37. El Salvador Port Sector Market Assessment (2011)
38. CORE Strategic Transport Network Study, East and Southern Africa (2011)
39. Freight Corridor Performance Assessment, Nigeria (2010)
40. ICT Park Feasibility Study, Ghana (2010)
41. Port Sector Institutional Reform and Privatization, Cape Verde (2010)
42. Preliminary Assessment for Coal Terminal/Power Project, Uruguay (2010)
43. Tema and Takoradi Port Master Plan Feasibility Studies, Ghana (2010)
44. Port Sector Legal Reform and Privatization Strategy, Nicaragua (2010)
45. Investment Due Diligence Assessment, New Container Terminal, Buenaventura, Colombia (2008)
46. Investment Due Diligence Assessment, Greenfield Container Terminal, Santos, Brazil (2008)
47. Preliminary Assessment for Establishing a Port Regulator, Egypt (2008)
48. Port Operational Startup Plan, Santos, Brazil (2008)
49. Port Operational Startup Plan, Santa Catarina, Brazil (2008)
50. Port Operational Startup Plan, Buenaventura, Colombia (2008)
51. Conceptual Design of Computerized Container Terminal Operations System, Chittagong, Bangladesh (2008)
52. Development of Multimodal Perishable Logistics Hub, Panama (2007)
53. Abu Dhabi Maritime Regulation Project (2007)
54. Development of a Computerized Diagnostics Tool for Assessing Transport Logistics Chain Performance -- FastPath (2007)
55. Assessment of Freight Corridor Performance, Colombo, Sri Lanka (2007)
56. Port Specialist, Assessment of Maputo-Gauteng (Mozambique-South Africa) Corridor Performance (2007)
57. ASEAN Freight Corridor Assessment Study (2007)
58. Corporate Principal/Port Specialist, Dhaka-Chittagong (Bangladesh) Corridor Assessment (2007)
59. Container Terminal Feasibility Study, Republic of Georgia (2006)
60. Port Logistics Study, Egypt (2006)
61. Central America Maritime Highway Feasibility Study (2006)
62. Development of National Transport Policy, Ghana (2006)
63. Philippines Ro/Ro Highway System Feasibility Study (2006)
64. Technical Advisory Services for Puerto Callao Concession Program, Peru (2006)
65. Port Performance and Capacity Assessment Indicator System Study, Colombia (2006)
66. Aqaba Zone Economic Mobilization (AZEM) Project (2005)
67. Feasibility and Institutional Study for an ICT Park/Distance Learning Center, Bhutan (2005)
68. National Port Development Plan, Perú (2004)

69. Establishment of the Independent Port Regulator, South Africa (2004)
70. Preparation and Execution of Port Concession Program, Port of Poti, Georgia (2004)
71. National Concession Reform Program, Guatemala (2004)
72. Puerto Quetzal, Guatemala Master Plan (2004)
73. Study of Port Inefficiencies and Their Impact on Trade Flows, Costa Rica as a Case Study (2004)
74. Panama Canal Market Segment Studies (2003)
75. Technical Advisory Services to the Buenaventura, Colombia Port Concession (2003)
76. Port Sector Regulatory Review, South Africa (2003)
77. Costa Rica World Bank Port Reform Workshop (2003)
78. Guidelines for Port Sector Reform, South Africa (2002)
79. Port Reform, Privatization, and Concession Structure and Strategy for East African Region (2002)
80. Development of Private Sector Free Zones in Colombia (2002)
81. Development of Corporate and Master Plan and Corporatization of Dredging and Engineering Services, Karachi Port Trust, Pakistan (2000)
82. Privatization Feasibility Study and Development of Transaction Documents for Port Manta, Ecuador (2001)
83. Port Privatization Study and Implementation for Nicaragua (2001)
84. Port Reform and Privatization for the Nigeria Port Sector (2001)
85. Port Sector Competitiveness Assessment and Reform for Bulgaria (2001)
86. Regulatory Module for Port Reform Toolkit (2000)
87. Due Diligence Study for Belde Container Terminal, Turkey (2000)
88. High Speed Ferries and Coastwise Vessels: Evaluation of Parameters and Markets for Application (2000)
89. Port Sector Privatization Study and Implementation, Costa Rica (2000)
90. Port Callao, Peru Due Diligence Assessment (1999)
91. Atlantic Gateway Port Market Assessment, Nicaragua (1999)
92. Development and Conduct of Workshop on Port Competition Regulatory Reform (for Latin Ports '99, AiC Conferences, 1999)
93. Port and Intermodal Systems Analysis and Technology, Panama Canal Commission (1999)
94. Establishment of a National Port Sector Unfair Trade Practices Monitoring System, Colombia (1998)
95. China National Inland Waterway Study (1998)
96. Course Development and Delivery: Port Privatization (for Institute for Public-Private Partnerships, 1994-1998)
97. Technical Assistance to Russia's Port Sector Reform, with Port Archangelsk as a Model (1997)
98. Port Competitiveness Analysis for the Sociedad Portuaria Regional de Cartagena (1997)
99. Development Plan for Port Turkmenbashi, Turkmenistan (1997)
100. Development and Conduct of Workshop on Port Sector Reform and Privatization (for Latin Ports '97, AiC Conferences, 1997)

101. Growth Strategies Study for the Panama Canal (1996)
102. Port Development Strategies Study/Indonesia (1996)
103. Master Development Plan for the Port of Buenaventura, Colombia (1996)
104. Organizational Review of the Los Angeles Harbor Department (1995)
105. Maritime System of the Americas (1995)
106. National Port Development and Reorganization Plan for Costa Rica (1995)
107. Development of Training-of-Trainers Program, Inland Water Transport Sector Training for Vietnam (1995)
108. Russian Port Restructuring Training Program (1994)
109. Evaluation of Opportunities and Strategies for Increasing Cruise Shipping in Louisiana (1994)
110. Transition Plan for the Transfer of the Panama Canal (1994)
111. Container Transshipment Center Marketing Analysis for Privately Owned/Operated Container Terminal, Manzanillo, Panama (1994)
112. Prefeasibility Study for a Dry Port System in Colombia (1994)
113. Port Sector Reorganization Plan for Nicaragua (1993)
114. Venezuela National Freight Transportation Study (Port Sector Reorganization component) (1993)
115. U.S. Inland and Ocean Vessel System Feasibility Study (1993)
116. River/Ocean Vessel Feasibility Study for Mid-America to Mexico (1992)
117. Financial Projections for the Superintendente General de Puertos, Colombia (1992)
118. Development of Operational Standards for Ports, Colombia (1992)
119. Puerto Rico Port System Plan (1992)
120. Port/Customs Operations Interface Assessment, Colombia (1992)
121. Port Reform and Development Strategies for the Port Sector in Asia (1992)
122. Technical Assistance for Restructuring Costa Rica's Port System (1992)
123. Reorganization Plan for Colombia's Port Sector (1991)
124. Inland Water Transport Training of Trainers for Asia's Inland Water Transport Sector/United Nations Economic and Social Commission for Asia and the Pacific (1991)
125. Development and Implementation of Management Information System for the National Port Authority of Colombia (1991)
126. Development and Delivery of Somalia National Ports Authority Training of Trainers Program (1990)
127. Development and Delivery of Port Strategic Planning Program (1990)
128. Upper Mississippi River Intermodal Transport Facility (1989)
129. Somali National Ports Authority Technical Assistance Program (1989)
130. United States Pilotage System Assessment (1988)
131. Assessment of Graduate-Level Education Needs of Port Directors Worldwide (1988)
132. Conceptual Analysis of Floating Maintenance, Repair, and Training Facility for Inland and Coastal Ports (1988)
133. Development and Delivery of the Port Pricing Training Program (1987)
134. Louisiana Statewide Port Assessment (1987)
135. Costa Rica National Port System Study (1986)

136. Port of Alexandria/Louisiana, Red River Port Study (1986)
137. Assessment of Port Training Needs in the Caribbean Region (1986)
138. Lower Mississippi River Intermodal Container Handling Facility (1984)
139. Study on the Future of the Port of New Orleans (1984)
140. Study on Financing the Future of the Port of New Orleans (1984)
141. Course Development and Delivery: Port Regulation, Port Privatization, and Political and Community Relations (for the International Program for Port Planning and Management -- conducted each year since 1984)
142. Design and Development of the International Program for Port Planning and Management and Training Materials (1984)