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الامم المتحدة

المجلس الاقتصادي والاجتماعي

اللجنة الاقتصادية والاجتماعية لغربي آسيا

تقرير عن المهمة الاستشارية الى
وزارة قطاع الأعمال العام
جمهورية مصر العربية

وثيقة مشروع
لإنشاء وحدة تنسيق وإعادة هيكلة
الشركات العاملة في قطاع النقل

خلال الفترة
٧-١ كانون الأول/ديسمبر ١٩٩٥

إعداد

عبدالقادر لاشين
المستشار الاقليمي للنقل

الآراء الواردة في هذا التقرير هي آراء المستشار الاقليمي، ولا تمثل بالضرورة رأي اللجنة الاقتصادية والاجتماعية لغربي آسيا (الاسكوا)

ملخص التقرير

يتناول هذا التقرير إعداد وثيقة لمشروع إنشاء وحدة تنسيق وإعادة الهيكلة لشركات قطاع الأعمال العام العاملة في قطاع النقل في جمهورية مصر العربية

وتهدف هذه الوحدة الى تحسين الأوضاع المالية في تلك الشركات عن طريق رفع مستوى الأداء بما يجعل هذه الشركات في وضع تنافسي جيد وبما يشجع رأس المال الحاص للمساهمة في نشاط هذه الشركات وعلى أساس إختيار شركة من مجموعة الشركات العاملة في كل نشاط على حده ودراسة أوضاعها تفصيلاً ووضع الحلول المناسبة والعمل حسباً الى حبب مع المسئولين بالشركة في تطوير الأداء حتى الوصول الى المستوى المطلوب

وتتناول الوثيقة وصفاً موجزاً للقطاع ودور وزارة قطاع الأعمال العام والمشاكل القائمة أمام الشركات وأثرها على الأوضاع الإقتصادية بصفة عامة والصادرات والواردات بصفة خاصة

وتوضح الوثيقة أنه بالرغم من وجود شبكة ضخمة من السكك الحديدية وبهر النيل وأهميته بالنسبة للملاحة الداخلية فإن النقل البري على الطرق يمثل العصب الرئيسي للنقل في البلاد ويقارب نصيبه حوالي ٩٠ في المائة من إجمالي حجم المنقول من البضائع سبواً ، كما أن شركات تداول البضائع في الموانئ المصرية تتولى شحن وتفريغ وتحرير كافة أنواع البضائع العامة والحاويات من صادرات وواردات، الأمر الذي يوضح أهمية هذا القطاع

وتقوم إستراتيجية البرنامج المقترح بإنشاء هذه الوحدة على أساس أنه في خلال ثلاث سنوات تكون قد وصلت بمجموعة محددة من الشركات -كل في مجال نشاط مختلف- الى أوضاع تشغيلية ومالية سليمة مما يجعلها مؤهلة للصحة

وتتكون هذه الوحدة من مجموعة من الخبراء المتخصصين في مجالات مختلفة من محليين وأحباب تحت إشراف مدير الوحدة، وقد تم إعداد مبرانية تقديرية لهذا المشروع سواء من المكون الأحيائي أو العملة المحلية وعلى أساس أن يتم تمويل هذه الوحدة بتعاون بين الوزارة والتي ستتولى الصرف على المكون المحلي وبرنامج الأمم المتحدة الإنمائي -عن طريق المساعدات الخارجية- لتغطية المكون الأحيائي

كما تناولت الوثيقة الأنشطة المختلفة التي ستقوم بها الوحدة والمدة الزمنية لكل نشاط على حده وعلى أساس إستكمال العمل في المدة المحددة وقدرها ثلاث سنوات

مقدمة

يحتوي هذا التقرير على الوثيقة التي قام بإعدادها المستشار الإقليمي للنقل باللجنة الاقتصادية والاجتماعية لعربي آسيا (الاسكوا) عن إنشاء وحدة لإعادة الهيكلة لقطاع النقل في وزارة قطاع الأعمال العام بجمهورية مصر العربية في الفترة من ١ - ٧ كانون أول/ديسمبر ١٩٩٥

ويبتهر المستشار الإقليمي للنقل هذه الفرصة ليعبر عن حالص شكره لتوجيهات الأستاذ الدكتور عاطف عبيد وزير قطاع الأعمال العام بجمهورية مصر العربية

كما يقدم حالص شكره وللمعاونة القيمة التي لقيها من كل من

- | | |
|--|----------------------|
| (١) السيد صلاح النحال | وكيل أول الوزارة |
| (٢) الأستاذ الدكتور/ علي عبد السلام المعراوي | مستشار السيد الوزير |
| (٣) السيد/ سيف الدين أنارو | نائب الممثل المقيم - |
| | برنامج الأمم المتحدة |
| | الإيماني بالقاهرة |

موضوع المهمة

تلقت اللجنة الاقتصادية والاجتماعية لعربي آسيا في ٣٠ تموز/يوليو ١٩٩٥ حظاناً من السيد الدكتور عاطف عبيد وزير قطاع الأعمال العام ووزير الدولة للتنمية الإدارية وشئون البيئة بجمهورية مصر العربية يعرب فيه عن شكر سيادته للخدمات الإستشارية التي قدمت لورارة قطاع الأعمال العام في مجال النقل وتداول البضائع في الموانئ المصرية مع طلب الإستعانة بخدمات المستشار الإقليمي للنقل بالاسكوا لإعداد وثيقة مشروع عن إنشاء وحدة لإعادة الهيكلة لقطاع النقل

وقد وافقت الإسكوا على هذا الطلب وحددت شهر تشرين ثاني/نوفمبر ١٩٩٥، للقيام بهذه المهمة -وبدلك لمدة أسبوع- إلا أنه بطراً لإرتباطات سابقة للمستشار الإقليمي للنقل فقد تأجل تاريخ القيام بهذه المهمة الى أوائل شهر كانون أول/ديسمبر ١٩٩٥

وفي المقابلات التي تمت مع السادة المسئولين بالورارة، تم شرح الهدف من هذه المهمة باعتبار ما تقوم به الورارة من مهام بشأن إعادة هيكلة شركات قطاع الأعمال العام وبالنظر الى تنوع وتشعب هذا القطاع فهناك شركات للنقل البري والبحري وشركات نقل البضائع ونقل الركاب وشركات تداول حاويات وشحن وتعبئة ومستودعات وتوكيلات ملاحية وإصلاح وبناء السفن والسيارات وهكذا (٢٦ شركة)، وهي شركات مورعة تحت مسئولية ثلاث شركات قابضة وبالنظر الى ما أوصحته الدراسات السابقة عن بعض المشاكل التي تواجه بعض الأنشطة في هذا القطاع والتي تحتاج الى دراسات تفصيلية متعمقة لإمكان التعلب على هذه الصعاب والوصول بتلك الشركات الى أوضاع تشغيلية مواتية وبالتالي إصلاح أوضاعها التشغيلية والمالية، وبالنظر الى طبيعة عمل الورارة وما هو متاح لها من كوارر فنية محدودة العدد فإنها ترى أنه من الأفضل إنشاء وحدة مؤقتة من كوارر فنية عالية للقيام بدراسات تفصيلية عن المشاكل التي تواجه هذه الشركات حتى الوصول بها الى تحطى تلك المشاكل، ومن الممكن لهذه الوحدة الإستعانة بال خبراء المحليين أو الأجانب على أن يتم التنسيق مع برنامج الأمم المتحدة الإنمائي للبحث عن مصادر تمويل المكون الأحسني لتكاليف هذه الوحدة على أساس أن المكون المصري للتكاليف ستتحمّل به الورارة

وفي هذا الإطار تم وضع وثيقة مشروع لإقامة الوحدة كما تم أيضاً مناقشة تفاصيل هذا المشروع مع كل من السادة المسئولين بالورارة وبرنامج الأمم المتحدة الإنمائي بالقاهرة

PROJECT PROPOSAL
STRUCTURAL REFORM PROGRAMME
(TRANSPORT SECTOR)
MINISTRY OF PUBLIC ENTERPRISE SECTOR
ARAB REPUBLIC OF EGYPT

Country	Arab Republic of Egypt
Title	Structural Reform and Coordination Unit (SRCU) (Transport sector) at the Ministry of Public Enterprise Sector(MPES)
Duration	3 Years
Function	Speeding up the structural reform program for different public sector enterprises operating in the field of transport, cargo handling and relevant services and promoting the role of the private sector in providing these services in order to enhance the efficiency of export and import industry
Government Sector and Subsector	Transport Economy and foreign trade
Government Implementing Agency	Ministry of Public Enterprise Sector
Estimated Starting Date	November 1995
USAID Contribution	} \$ 840 000
UNDP Contribution	
ESCWA Contribution	(in kind - to be decided later)
ARE Contribution	LE 838 000
Total	

A- CONTEXT

1- Description of the Sub-Sector

The sub-sector of this project is the transport service industry with special emphasis on companies providing services in the fields of inland transport, cargo handling and/or transport logistics. In Egypt the Ministry of Public Enterprise Sector (MPES) was established in 1991. Until then, the reforming of all public sector enterprises in Egypt came directly under the responsibility of H E the Prime Minister, through a liaison office called the Public Enterprise Office (PEO). This office was entrusted with establishing policies for the framework of restructuring all public sector companies as a whole. However, with such vast diversified activities in almost all fields of the economy of about 314 companies, the PEO was not considering detailed specific problem-areas on sectorial basis. However, after establishing the MPES, the responsibility for reforming the entire public sector enterprises has become more defined under the control of one governmental body through several holding companies, the PEO and a council of special advisors to the Minister.

Over the past few years there have been continuous complaints from export and import industry regarding severe delays and unnecessary cost incurred on foreign trade during the flow of cargo through Egyptian ports, such problems are only confined to cargo handling companies at ports but extend to cover the whole chain of inland transport including storage, loading and unloading facilities and transport logistics.

Meanwhile, the MPES in its efforts to reform the different public sector enterprises has been confronted with acute financial and operational problems facing most of these companies.

To examine detailed specific issues related to each sub-sector, as in the case of transport, the MPES has embarked on outside technical assistance through ad-hoc advisory consultancy services from international agencies. In that context and through the technical assistance program of UN-ESCWA to member countries, and during the past two years 3 advisory missions have been provided covering the following fields:

- i- Freight Road Transport Industry, Scope for Development of PES (March 1994),
- ii- Tariff charges of Different Services in Egyptian Ports (comparative study with ESCWA countries) (October 1994),
- iii- Cargo Handling in Egyptian Ports (June 1995)

These three reports have identified several bottlenecks in the whole chain of transport of goods including cargo handling at different Egyptian ports. Such problems are having severe negative impact on Egypt foreign trade as a whole with increasing costs of all imports and creating unfavorable environment for marketing Egyptian exports.

The reports included several recommendations regarding each company group operating in specific field with special emphasis on increasing operating efficiency and decreasing financial liabilities. Although some immediate action plans were foreseen, however, a more detailed analysis through in-depth studies addressing different problems was imperative on both macro and micro levels. In order to ease up cargo handling problems at ports, relevant issues must also be tackled such as custom procedures, double handling, the establishment of inland clearance depot and the introduction of multimodal transport system.

The MPES although endorsed these recommendations in principle, it is however anxious to see the Structural Reform program reaching its final stages, especially for those group of companies that are not only practising severe financial operational problems, but also are hampering the development of other sectors, especially import and export industries in the case of transport and related services companies. This objective can be achieved through a well coordinated program that comprises three elements:

- i- Establishing a management and coordination unit for problem identification, operational management improvement and setting up action plan
- ii- Providing technical support (equipment / know how) that may be required
- iii- Bringing those companies to a marketable level (final stage of privatization)

For the program to be effective and to achieve its objectives within a limited time span, it will be only covering one company from each sub-sector and hence can set a successful criteria to be followed in similar cases.

2- MPES Strategy

The MPES is having an overall responsibility towards the structural reform program of all public sector enterprises. In order to achieve these objectives the Ministry has adopted, for these companies, an ambitious program with the following objectives:

- to achieve high rate for the utilization of existing facilities,
- to limit the financial liabilities on the treasury,
- to allow a wider role for the private sector in providing relevant services,

- to create the atmosphere for providing new job opportunities,
- to provide opportunities to deal with international markets, to adopt modern technologies and to attract foreign investment,
- to solve the problems regarding debts to banks,
- to create a better environment for activities in the stock market,

The overall strategy principle of the MPES calls for a policy giving the private sector the opportunity to undertake many of the economic activities of the government

3- Prior and on-going Assistance

Technical co-operation provided in the framework of the United Nations Development Program (UNDP) and the United States Agency for Development (USAID) on all aspects of the structural reform program dates back to 1990, with the main thrust of this co-operation was to advise and assist the Ministry in technical matters to achieve its goals. The main objective of the co-operation program was to enhance the capability of the Ministry's technical staff and bring them up to high level of development achieved in this field.

4- Institutional Framework for the Subsector

The government implementing agency for this project will be the MPES which is responsible for the whole structural reform program of all public sector companies operating in almost all fields of the economy. In the field of transport, companies concerned cover the following activities:

- freight and passenger transport,
- Road, river and marine transport,
- cargo and container handling,
- warehousing,
- repair, maintenance and building of vehicles, tugs, boats, vessels and ships
- logistics shipping and forwarding agents

B- PROJECT JUSTIFICATION :

1- The Present Situation

The newly established MPES is legally entitled to assume the responsibility of a wide

spectrum of activities. In the field of passenger and freight transport, cargo handling and other directly related activities, there are 26 operating companies under the direct responsibility of 3 holding companies as follows

- a- Freight transport
 - 5 road transport
 - 2 river transport
 - 1 marine transport
- b- Inter-city passenger transport
 - 4 road transport
- c- Cargo handling and warehousing
 - 2 general cargo
 - 3 container terminal
 - 1 warehousing
- d- repair, maintenance and building
 - 4 marine transport
 - 1 road transport
- e- logistics
 - 2 shipping agents
 - 1 marine (forwarding)

As for dealing with cargo handling, especially bulk cargo like grains and coal there are other specialized public sector companies that are not included in the above group. There are also other public sector companies and governmental departments that are directly or indirectly involved in the process of cargo handling at different ports.

Although the Egyptian railways is also involved in the field of transport, nevertheless its share in freight transport is only marginal, reaching less than 10% of total volume of freight transport. In the field of road transport, beside these public sector companies, there is also the private sector playing a very important role in providing these services, through individuals operating in the form of co-operative societies.

At the moment there is virtually no permanent staff employed by the MPES to undertake the full burden of the reform program, particularly in the field of transport, as its role is only temporary till achieving the final stages of this program. Both the advisory group and the PEO are having huge burden in examining detailed problem areas of such vast number of multi-sectorial enterprises that cover almost all economic activities in the country.

Within each sectorial group of companies there are however urgent problems that would require in depth analysis to alleviate the problems faced by these companies and to speed up the whole structural reform program and to enhance economic development through facilitating a steady flow of exports and imports at Egyptian ports.

Previous studies on some of these issues that were initiated by the MPES and performed through technical advisory services of UN-ESCWA have recommended the establishment of a special unit within the Ministry to act in an advisory capacity to the Minister and to undertake the responsibility of setting up a comprehensive program that would set up an example for achieving the full range of activities finalize the structural reform program for a set of selected transport and cargo handling companies and to tackle some problem areas related to the flow of cargo at different ports in an effort to drive import and export industry.

The main concern of the MPES at this stage in that respect is twofold, first to develop and implement a strategic phased plan to finalize the different stages of the structural reform program of selected companies operating in this field and to take measures with other concerned companies to assist in speeding up the handling and transport of cargos at different ports.

In view of the transitory nature role of the MPES and the lack of expertise to handle such specific issues, the MPES has opted establishing a temporary unit of a limited number of highly qualified personnel with international experience supported by appropriate local experts, and/or expatriate and local consultants in specific cases, to assume the full responsibility of implementing the required program.

2- Expected Aims of the Project

The project aims at improving the operational and financial performance of a selected set of companies providing services in the field of transport of goods and passengers, handling of cargo and their logistics to bring them to a marketable level. The initial stage will be problem identification through examining demand and supply issues, operation

characteristics, technical matters, management issues, operating cost and revenues and so forth the second stage will concentrate on strategic issues which will be followed by operational management plan and the finally will be the implementing phase

It is also expected that modular seminars and workshops for mid and high level managerial staff will take place as a part of an overall human resource development program for this particular group of companies. The project will also enhance data acquisition and wider use of management information and decision supporting systems

The issues pertinent to companies dealing with general cargo and container handling at different ports will not only cover the performance of these companies but also other organizational and administrative matters at ports that hamper the whole process of cargo flow at different ports

3- Target Beneficiaries

Direct beneficiaries would be these companies operating in the fields of freight and passenger transport, cargo handling, shipping and forwarding agents and all other directly related activities. Professionals especially those at managerial levels would benefit through specially tailored seminars and workshops. Development of an adequate efficient transport system would provide an incentive to industrial, economic, social and agricultural progress in the country and benefit the entire population

4- Project Strategy

The project strategy is to assist the MPES in its effort in the structural reform program of different public sector enterprises by bringing a selected group of transport companies to a marketable level through a program managed by a Management and Coordination Unit based on the following

- defined problems, needs, objectives, criteria and methodology,
- a system oriented approach based on problem impact and priority analysis,
- a structured workplan,
- a follow-up procedure,
- periodical evaluation of performance

5- Special Consideration

The project aims at speeding up the process of the structural reform program of

the public enterprise sector and related activities companies and hence contribute to promotion of the role of the private sector in transport and handling of goods. The project is also aiming at increasing the overall efficiency of the whole transport chain, thus improving exports competitive environment and reducing financial burden on imports. It will also develop the managerial capabilities at concerned company level.

6- Counterpart Support Capacity

National counterparts who might have been employed by the MPES, or those who are already employed in the selected companies, could be assigned by the Ministry as the job may require. Priorities of the team members of the MCU will be given to specialized nationals that would fulfill job requirement.

C- DEVELOPMENT OBJECTIVES

The major objectives of the project is to provide an efficient and economic transport system as a mean to development in all sectors of the economy. It will also enhance managerial capabilities through providing opportunities for applying modern technologies. The project would provide the opportunity for improving competitiveness of Egyptian foreign trade.

D- IMMEDIATE OBJECTIVES OUTPUTS AND ACTIVITIES

1- Immediate Objectives

The project is expected to achieve the following objectives

- a- Assessment of the performance of the related companies, quantitative and qualitative over the past 5 years. This would include reviewing facilities conditions (infrastructure / equipment and or fleet) capacity, operational conditions, manpower operating costs versus revenue, financial situation, market opportunities, competition with other operators etc. Comparison would be made with other internationally accepted performance indicators operating under similar environment in developing countries. Prevailing rules and regulations governing the operation of companies in providing services will be also reviewed.
- b- Identifying bottlenecks at each type of service provided by the company and possible proposals for increasing efficiency.
- c- Examining strategic issues, options and scenarios with decision makers to come to agreement in possible paths to be followed.

- d- Formulating an operational management improvement plan setting up detailed action sub-plans to bring these companies up to a marketable level
- e- Implementing such plans with continuous assessment and measuring development achieved, with the introduction of adjustment if required and reporting on each stage

2- Outputs

- a- Reports on the present status of companies operating in each sub-sector
 - Freight transport (road - river)
 - Intercity passenger transport
 - Cargo handling, container terminal operators and warehousing
 - Repair, maintenance and building
 - Logistics
- b- Reports on related issues of the selected group of companies like demand and supply of different services, operational characteristics, fare structure, rules and regulations, competition with other operators, administrative problems etc thus identifying bottlenecks either operational, financial, technical, managerial, or otherwise
- c- Proposed plan to improve operational and financial status of the company to the level required to attract the interest of the private sector
- d- To support efforts to secure financial and technical assistance that might be required to solve specific bottlenecks
- e- To work jointly with concerned companies in implementing these plans to reach the ultimate goals

3- Activities

- a- The SRCU will review all previous studies and reports, conduct visits, meetings and discussions with all concerned partners and prepare a standing paper outlining the present status and the main issues requiring thorough investigation
- b- After identifying selected group of companies that will be set as an example for speeding up the structural reform program, a more in depth analysis will be undertaken covering all activities within the company in order to identify problem areas that are hampering company progress

c- The SRCU will prepare different action plans for tackling different issues confronting each company

d- The SRCU will be jointly involved in implementation of these plans and in monitoring and preparing reports on the following up

e- Most of these activities will be undertaken directly by the MCU team members
However for some specific issues an additional input from outside consultant offices (local or expatriate) might be required

E- INPUTS

1- Host Government Inputs

- Appropriate number of office accommodation, including all required equipment, supplies and services, as required for effective implementation of the project
- Secretaries, research assistants and non-technical local staff
- Computer facilities as may be required
- Adequate transportation facilities for local travel on project assignment

2- USAID/UNDP Inputs Cost to Cover

- Project Director and Deputy Director (See Job Description Annex 1)
- International and local experts
- International and local consultants
- International travel

3- ESCWA Input

Professional services throughout the duration of the project (to be decided later)

F- WORK PLAN

A tentative work plan and its requirement is outlined in Annex 2. However, the preparation of the detailed work plan will be the first task to be prepared by the unit director and deputy director

The recruiting of appropriate candidates for the two posts will take place as a first step under the responsibility of the UNDP in consultation within MPES

G- RISK

Delays in selecting and recruiting the professionals required for the MCU will impede the success of the project. All possible efforts will be made by either party to fulfill its obligations so as not to jeopardize the attainment of the project objectives

H- PRIOR OBLIGATIONS AND PERQUISITES

None

I- PROJECT REVIEW, REPORTING AND EVALUATION

The project will be evaluated in accordance with UNDP procedures. In this regard the organization, TOR and timetables of the evaluation will be decided in consultation with the MPES

J- BUDGETING :

A tentative budgeted scheme is outlined in appendix 1

SRCU - TRANSPORT SECTORI- MAN POWER REQUIREMENT

	<u>Post</u>	<u>Int</u>	<u>Local</u>
A-	<u>Advisors</u>		
1-	Unit Director	36	(locally recruited)
2-	Deputy Director	<u>36</u>	(locally recruited)
		72	
B-	<u>Experts</u>		
3-	Rd Freight Transport	1 5	12
4-	Inter-city passenger Transport	1 5	12
5-	River Transport	1 5	6
6-	Maritime Transport	2	2
7-	Shipping & Forwarding Agents	2	2
8-	Repair and Maintenance		
	Vehicles	3	3
	Ships (River + Marit)	3	3
9-	Cargo Handling	2	4
10-	Container Terminal Operation	2	4
11-	Port Management	1	2
12-	Transport Co Management	2	6
13-	Privatization	3	3
14-	Cost Accounting	-	12
15-	Computerization	<u>-</u>	<u>12</u>
		24 5	83
C-	<u>Supporting Staff</u>		
16-	Administration	1x36	
17-	Research Assistant	3x36	
18-	Secretaries	2x36	
19-	Non-Technical	<u>2x36</u>	
			288

Budget Estimate

A	Advisors , Experts , Supporting staff				Total (000)	
	M/m	rate (000)			\$	LE
		\$	LE			
	a/ Advisors	72	5	-	360	-
	b/ Experts					
	Int	24 5	10	-	245	-
	local	83	2	-	166	
	c/ Supporting staff					
		36		2000		72
		108		1500		162
		72		0 75		54
		72		0 300		21 6
					771	309 6
B	Local Consultants					
	(for surveys)					
	Approximate lump sum					200
C	Offices Requirements					
	Rent 36 x 2 x 3000					216
	Running expenses 36 x 1000					36
					771	761 6
	Miscellaneous and				69	76 4
					840	838 0

*STRUCTURAL REFORM PROGRAM
TRANSPORT SECTOR
TENTATIVE WORK PLAN OF SRCU*

A- ACTIVITIES

1- Activity 1

i- Formulating Detailed Work Plan

ii- Team Formulation

- Preparing TOR for each expert including job description, functions, qualifications and experience
- Selection of candidates
- Job assignment

2- Activity 2

Selection of designated companies

- An overview on the status of public sector enterprises operating in the field of transport, cargo handling, logistics and maintenance and repair
- Detailed sub-sector report on each group of companies operating in each field
- Proposals for companies to be selected (4) to be covered by the program

3- Activity 3

Problems identification (for each company)

- Demand and supply of relevant services and the role of the company in providing such services
- Competition with other operators
- Financial structure Assets/ liabilities/ operating costs/ revenues/ tariff structures
- Technical matters
- Operational characteristics

- Management issues
- Man power resources
- Resource utilization
- Legal framework (rules and regulations)
- Identification of bottlenecks

4- Activity 4

Strategic issues Options and Scenarios

- Experience of other countries in privatization
- Define role of private sector
- Setting of strategic goals- management strategy
- Setting objectives and mission definition

5- Activity 5

Operational Management Improvement

- Optimum operational management type, shape, structure Define best practices to achieve these objectives
 - Streamline the flow of information (computerization and MIS)
 - Computerization of data, accounting, billing, operation, cargo allocation, storage, maintenance etc
 - Cost accounting setting up costs and revenues centers
 - Set up target and goals of productivity for the lower management
 - Set up efficiency indicators and targets that would be reported and reviewed within the MIS by various management levels
- Set up productivity indicators
- Set up training program for improving management efficiency

6- Activity 6

Implement Improvement Plans

- Set up a detailed time " action plan " for implementing the proposed improvement
- Work jointly with concerned companies in implementing these plans to reach the ultimate goals
- Measure performance levels achieved
- Adjust plans if necessary and report

B- TIME ALLOCATION

<u>Activity</u>	<u>Duration (months)</u>
1- Formulating detailed work plan and team formulation	2
2- Selection of designated companies	2
3- Problem identification	6
4- Strategic issues	4
5- Operational Management Improvement	10
6- Implement Improvement Plan	<u>12</u>
Total	36

