

**ROAD FREIGHT PRIVATISATION IN EGYPT  
A COMPARATIVE ANALYSIS WITH  
GREAT BRITAIN AND HUNGARY**

by

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in Partial fulfilment for the degree of

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In Collaboration with  
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## APPENDIX (A)

### REVIEW OF EXTERNAL COSTS.

#### **1. EXTERNAL COSTS ASSOCIATED WITH THE ENVIRONMENT.**

The concern about the environment costs resulting from the operation of goods vehicles has been expressed more widely now than any time before. May (1988) refers to the National Environment Survey (1972) in England and Wales, which indicated that around half of all residents were bothered by noise at home and between a quarter and a third by dust and dirt (which they assumed were caused by traffic).

##### **1.1 Noise.**

Noise could be defined as unwanted sound. Cone and Hayes (1984) define noise as a "sound that produced undesirable physical or psychological effects". Larger engines and tyres mean more noise. Button and Pearman (1981) say that noise is a "particularly difficult concept to formalise" (Button and Pearman, 1981, p60), that is because sound which is regarded as unpleasant by some may be ignored or welcomed by others. The traffic noise is measured on the "A-Weighted decibel scale (dBA)", where the different frequencies of sound energy are weighted in proportion to the sensitivity of the human ear (Ogden,1992). Sharp and Jennings (1976) considered noise caused by road freight operations as one of the most serious of the social costs imposed by lorries. Himanen et. al. (1992) point out that studies in various countries show a relatively high level of social costs of traffic noise and range from 0.06 per

cent to 0.12 per cent of the GDP. Button (1993) says that studies in the Netherlands suggested that the number of people claiming moderate disturbance from road traffic noise rose from 48 per cent to 60 per cent between 1977 and 1987.

On the other hand, while the international comparisons show evidence of decline in numbers suffering from serious noise problems (that is over 65 DBA) in some countries, it also provides evidence that the numbers in other countries has risen (Button,1993). Noise has an influences through its four dimensions of frequency, amplitude, complexity and duration and spacing (Cone and Hayes,1984). Banister and Button (1993) state that noise has several different effects on health and well-being, it affects activities such as communications and sleep. These effects further induce psychological and physiological disorders such as stress, tiredness and sleep disturbance. Ogden (1992) defines six factors contributing to the traffic noise levels. They are vehicle speed, traffic flow, traffic operation, road surface, weather, and vehicle type and conditions.

## **1.2 Air Pollution.**

Walsh (1990) points out that many sources contribute to air pollution, but that motor vehicles have been singled out as especially serious. Vulkan (1989) says that the source of pollution from all forms of transport are lead, carbon monoxide, carbon dioxide, oxides of nitrogen, hydrocarbons, particulate and finally dust and dirt. Air pollution includes two costs, first the cost of damage in health and buildings; second, the cost of environmental protection. Until recently, most air pollution problems were



considered locally, but over the last two decades the evidence has been increasing that some of the most severe impacts may occur over large distances and over long periods of time with the effect far removed from the source (Walsh,1990).

According to Himanen et. al. (1992), numerical estimates of air pollution costs caused by transport amounted to between 0.2 per cent and 0.4 per cent of the Gross Domestic Product. Although the improvements offered by petrol engine catalytic converters are not currently available for diesel engine, Sharp and Jennings (1976) says that the air pollution is a much less serious problem for diesel engine lorries than petrol engine.

## **2. EXTERNAL COSTS ASSOCIATED WITH THE INFRASTRUCTURE.**

These are two main elements, vibration and road wear. Although vibration may cause damage to buildings, there are a number of factors such as weather conditions and shrinkage of materials which can cause building damage. Therefore it is not easy to isolate the effect of traffic vibration on buildings from the other effects. On the other hand road wear is caused by heavy traffic. The effect of goods vehicles is not easy to isolate from the effect of other transport modes.

### **2.1 Vibration.**

All large surface transport vehicles create vibrations as they move. These result from the movement of the ground or the air. The main effect of vibration is reducing the useful life of buildings and other structures. Sharp and Jennings (1976) state that there

are two types of damage to buildings which can be caused by vibration. "Architectural damage", relates to cracking of plaster and other brittle material, and "Structural damage" implies that the building itself is in a kind of danger. Banister and Button (1993) say that road freight transport poses a particular problem in historic urban areas, where buildings are particularly susceptible to damage from vibration.

Ogden (1992) says that the levels of ground borne vibration depend on the condition of the road. It means that the level of ground borne vibration can be controlled by good road construction and maintenance. But air borne vibration, which is related (partly) to engine noise, is not easy to control, because as Ogden (1992) says and according to the Department of Transport information, quietening the engine will not necessarily remove the problem of low frequency air borne vibration. Sharp and Jennings (1976) claim that the effect of vibration can be reduced by improving vehicles suspension, by restrictions on maximum axle loads, and by maintaining a smooth road surface. Button (1993) considers that, in general, vibration has effects on those living in houses close to transport infrastructure in terms of disrupting their sleep which in turn can have health implications as well as affecting their general enjoyment of life.

## **2.2 Road Wear.**

All heavy vehicles (Buses, Coaches and Lorries) are the predominant cause of damage to road surface and structures (Plowden, 1985). Road wear caused by goods vehicles results from both gross weight and axle weight or loading. In towns, underground

services, such as, gas, water, electricity, telephone, information cables and sewers can be damaged. Gross weight over the length of the vehicle is the critical factor. On the other hand, axle weight is the main source of road surface damage. The static load on an axle varies considerably when the vehicle is moving. The dynamic load is affected by several factors, including the size and number of the tyres (Transport Retort,1993).

### **3. EXTERNAL COSTS ASSOCIATED WITH SOCIAL CONSIDERATION.**

#### **3.1 Safety.**

Heavy lorries are much more likely than cars to cause a death if they are involved in a serious accident (Transport Retort,1993). Himanen et. al. (1992) point out that there are two costs for the accident, damage cost and recovery cost. He adds that various cost estimates have been made, which show high financial burdens ranging from 1.5 per cent to 2.5 per cent of the Gross Domestic Product. Ogden (1992) points out that heavy goods vehicles tend to produce serious consequences when involved in collisions with passenger cars or pedestrians.

According to data about accidents in the USA in 1989, Ogden (1992) found that, about 75 per cent of persons killed in fatal crashes involving a heavy goods vehicle were not occupants of the truck, and for medium goods vehicles the corresponding figure was 73 per cent. In Britain, according to the Department of Transport data for the year 1989, the percentage of heavy goods vehicle involved in fatal accidents was 18.9%, and the involvement rate was 3.5 (per 100 million vehicle kilometres).



### **3.2 Visual Intrusion.**

This problem relates to all transport rather than only road freight transport. Banister and Button (1993) say that these problems come from both transport infrastructure and the vehicles using it. They add that visual intrusion is strictly the blocking out of light or pleasant views by transport activities, which aesthetics is rather more concerned with the actual design and style of the transport facilities. Measuring these problems is problematical. An example from the Netherlands had been given by Button (1993), where 455,000 cars are scrapped each year yielding about 750,000 tonnes of solid waste. Of this, only 450,000 tonnes is able to be recycled.

### **3.3 Congestion.**

Congestion has a considerable effect on goods vehicle operating costs, either directly through its effect on productivity and fuel consumption, or indirectly through its effect on the operations (Ogden,1992). Transport Retort (1993) reported that, in free flowing conditions the heaviest lorries may only consume between two or three times more road space than cars. At congested urban junctions, the effect is extremely variable, but can easily exceed ten times". Button and Pearman (1981) point out that, goods vehicles "exacerbate congestion" in three main ways; causing a delay in a stream of traffic, due to their relatively poor acceleration; while moving into or out of a traffic stream; and while parking and loading or unloading (Button and Pearman, 1981, p56). On the other hand, Banister and Button (1993) point out that the congestion involves a lack of internal efficiency of the transport operations rather than being a form of



environmental problem. Concerning the delays caused by goods vehicles to other roads users, Sharp (1992) says that it can be reduced by increasing the power to weight ratio of goods vehicles, so that they "will be able to travel up hills or away from halts at intersections more quickly.

According to Button (1993), Vickrey (1969) distinguishes five types of congestion, they are:

- (1) Simple interaction, which occurs at comparatively low levels of traffic flow, where the number of mobile units is small. Delays are minimal and usually result from slow and careful driving on the part of users who wish to avoid accidents.
- (2) Multiple interaction, this occurs at higher levels of traffic flow, where, although the road capacity is not reached, an additional vehicle causes considerably more impedance to each other vehicle than with simple interaction.
- (3) Bottleneck situations, which occur when a particular stretch of a road (or other piece of transport infrastructure) is of more limited capacity than either the preceding or subsequent links in the network.
- (4) Triggerneck situations, when a bottleneck situation results in queues of traffic, these may impede the general flow of traffic even for those not wishing to use the section of road with limited capacity.
- (5) Network and control congestion, the efforts of traffic engineers and managers (by introduction of different traffic control devices) may reduce the cost of congestion at certain times of the day, or for specific types of traffic (such as in the case of bus lanes) but increase them at other times or for other modes.

According to the Transport and Road Research Laboratory estimations for the effect of goods vehicles on congestion, the delay to other road users caused by heavy goods vehicles travelling on an urban road was in the range 0.2-1.0 minute per vehicle kilometre (Button and Pearman, 1981, p57). In 1992, the Faculty of Freight (of the Chartered Institute of Transport) issued a report on congestion. The report includes the implications of congestion on cost, productivity, environment and also the social implications of congestion in Britain. The report shows the following:

- (1) Confederation of British Industry (CBI) estimates road congestion costs Britain £ 15 billion per year, equivalent to £ 10 per week per household.
- (2) Travel cost of individuals are increased dramatically by congestion.
- (3) An increase of 1 mph to the average speed in London would save industry millions of pounds per year.
- (4) According to the Confederation of British Industry (CBI), distribution costs are 30 per cent higher in the South-East than in other parts of Britain, this can be partly attributed to the high levels of congestions in this area.
- (5) Avoiding peak times for deliveries increases costs. For example night and weekend deliveries incur wage premiums.
- (6) Congestion adds to the estimated 8 per cent of Gross Domestic Product spent on transport activities, and to the 30 per cent of energy used by final consumers.
- (7) Customer's delivery demands mean suppliers have to allow more time to make deliveries and often have to carry more stock to meet these demands.
- (8) Productivity of the employed is reduced by late arrival and stress caused by their journey.

## **APPENDIX (B).**

### **TASKS, DUTIES AND FORMATION OF THE STATE PROPERTY AGENCY (HUNGARY).**

According to Frydman et.al. (1993), the State Property Agency managing director and the eleven members of its Board of Directors are appointed to five-year terms and may be dismissed by the Prime Minister. The composition of the board is not specified in the law; it includes seven members of governmental organisation and ministries (Industry and Trade, Agriculture, and Finance). The board has the final responsibility to make decisions on transformations, privatisation and sales, it delegates this authority to the Managing Director for transformations involving less than Ft 500 million and 1,000 employees, and for sales involving less than Ft 300 million of assets from state enterprises to non-state companies. The annual report of the State Property Agency must be submitted to the Parliament. The parliament is also responsible for setting the annual property policy guidelines which the State Property Agency must observe in making its decisions. The main principles of the Property Policy Guidelines are competition, transparency and objective valuation. The guidelines require the State Property Agency to promote transformation and privatisation transactions that support economic competition, reduce the number of economic units in monopoly positions, create new jobs and help develop efficient management skills that adopt new technology and attract foreign working capital.

Regarding foreign buyers, the State Property Agency is supposed to favour sales to



investors whose business plans envisage further investment of both money and expertise, and avoid those that would negatively affect the hard currency balance. The authority and tasks of the State Property Agency are determined by several laws:

- (1) The law of transformation of state enterprises passed in 1989.
- (2) Law in 1990 on the State Property Agency and on the management of state property in state enterprises.
- (3) Law in 1990 on protection of state property entrusted to state enterprises.
- (4) Law in 1990 on privatisation of properties of the state in the retail trade, catering, and consumption services (the Privatisation Law).
- (5) Property policy guidelines (annually).

According to these laws, the State Property Agency has five different tasks:

- (1) The protection of state property during transformation.
- (2) Managing state-owned property after transformation and that of enterprises taken under state administration.
- (3) The State Property Agency is sometimes supposed to initiate and prepare privatisation programmes determined by the government and directly supervise the implementation of the process.
- (4) The State Property Agency is responsible for gathering and distributing information on the privatisation process.
- (5) The Department of Privatisation of the State Property Agency organizes the registration, evaluation, and sale of the retail trade, catering, and consumer services units in the privatisation programme (Frydman et.al,1993).



**APPENDIX (C).**

**DELPHI TECHNIQUE.**

**FIRST ROUND SURVEY.**

- (1) Covering Letter.
- (2) The Questionnaire.

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4 April 1995

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Dr A. Redfern,  
Extra Master, BA, PhD, MRIN, FNI  
Head of Institute

Dear Sir

I am a researcher at the University of Plymouth (UK), researching for a PhD degree in transport economics. The research topic relates to privatisation of the road freight industry under three different regulatory systems (Britain, Egypt and Hungary). The methodology to be used is the Delphi Technique. The technique consists of two rounds and series of questionnaires. In each round the panellist are asked to make judgement and/or supply opinions about a specific subject or subjects, by marking one of three boxes facing the statements and labelled "Agree", "Disagree" and "Unable to Comment". In the case of disagreement, the panellist are asked to justify the disagreement. The responses are collected and analysed. Statements which do not have majority agreements are included in the second round questionnaire, with reference to the panellist's comments. The panel is then asked to reconsider the responses and supply opinions.

As an expert on the subject, you have been chosen to be a panellist. Please find enclosed a copy of the first round questionnaire, which I would be very grateful if you would complete. I can assure you that the opinions you give will be treated in the strictest confidence, and it will not be possible to identify individual panellists in any report.

I would ask you kindly to return it within three days (if possible) in the enclosed stamped addressed envelope. A copy of the final results of the exercise will be sent to you.

Thanking you in anticipation.

Yours faithfully

**NABIL ABDEL-FATTAH**

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University Of Plymouth.

Institute Of Marine Studies.

**Delphi Questionnaire**

**1st Round**

**1994**

(1) Privatisation will inevitably create a more efficient, flexible and dynamic road freight industry.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(2) Competition is the most important element for a high quality road freight industry.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(3) To maximize profits should be the main objective for road freight management under privatisation.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(4) Under the privatisation of road haulage, the size of the state sector should be minimized as much as possible.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(5) By privatising the road freight industry, there will be an opportunity to release more governmental money for spending on transport infrastructure (especially roads).  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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< (6) Road freight customers will benefit from privatising the industry in terms of lower charges.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(7) Road freight customers will benefit from privatising the industry in terms of a better quality of services.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(8) Negative results might result from excessive competition in the transport sector. Therefore, a form of regulation of the competition should applied by the government to save the operators' profitability.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(9) It is not necessary to regulate competition in road freight through the government, because the freight operators can do it voluntarily through self-regulation.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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- (10) A privatised, deregulated road haulage industry requires a legal distinction to be made by the government between own account operators (companies carrying their own goods), and professional operators (companies carrying goods of others).
- Agree.  
 Disagree.  
 Unable To Comment.

= Please Comment (If you disagree).

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- (11) Under privatisation, identifying areas where cost reduction could be made is the main task for road freight management.
- Agree.  
 Disagree.  
 Unable To Comment.

= Please Comment (If you disagree).

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- (12) Under privatisation, road freight operators should pay for the damage to the environment resulting from running their operations.
- Agree.  
 Disagree.  
 Unable To Comment.

= Please Comment (If you disagree).

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(13) A tax on fuel is adequate to cover the social and environmental costs resulting from road freight operations.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(14) A good way to achieve privatisation of the road haulage industry is to dissolve the existing companies and sell off all their assets.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(15) A good way to achieve privatisation of the road haulage industry is to sell off the companies, in their existing form, through tenders.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(16) A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, which could be sold through the exchange stock.  Agree.  Disagree.  Unable To Comment.

= Please Comment (If you disagree).

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(17) A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, using part of these shares to encourage early and voluntary retirement of the employees and use the remaining shares as workers shares.  Agree.  Disagree.  Unable To Comment.

= Please Comment (If you disagree).

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(18) Increased unemployment is one of the most important problems to face the privatisation of the road freight industry.  Agree.  Disagree.  Unable To Comment.

= Please Comment (If you disagree).

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(19) The ability of the government to pay for the dismissed employees (as a result of privatisation), or re-training them, or transfer them to other activities is one of the problems facing the privatisation processe.  Agree.  Disagree.  Unable To Comment.

= Please Comment (If you disagree).

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(20) The problem of increased unemployment could be overcome by employing revenue from selling state sector road haulage companies to encourage new small road haulage businesses.  Agree.  Disagree.  Unable To Comment.

= Please Comment (If you disagree).

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(21) The lack of available capital is one of the most important problems facing the privatisation process of the road freight industry in the developing countries.  Agree.  Disagree.  Unable To Comment.

= Please Comment (If you disagree).

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(22) The problem of the lack of available capital could be avoided by allowing foreign capital to buy the assets of the state sector (particularly road haulage).  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(23) Foreign control over the road freight industry, will result if foreign capital is allowed to buy state assets in the road freight industry.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(24) The problem of foreign capital control over the road freight industry could be avoided by determining a maximum percentage for the capital owned by a foreigner in the road haulage Companies.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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- (25) To avoid the problem of foreign capital control over the road freight industry, the government should sell the shares of the state road haulage companies to their existing employees with interest free credit.
- Agree.  
 Disagree.  
 Unable To Comment.

= Please Comment (If you disagree).

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- (26) Different state sector road haulage companies require different forms of privatisation (eg. privatising management only or privatising both management and ownership).
- Agree.  
 Disagree.  
 Unable To Comment.

= Please Comment (If you disagree).

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- (27) A wider base of popular capitalism is an important element to achieve successful privatisation of the road haulage industry, and requires low priced shares.
- Agree.  
 Disagree.  
 Unable To Comment.

= Please Comment (If you disagree).

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(28) Privatisation should not mean withdrawing the subsidies totally from the transport industry. Some parts of the transport system need to be supported.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(29) Making private road haulage pay for social and environment costs will result in price increases in the short term.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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(30) In the medium and long terms, cost increases, resulting from private road haulage paying for social and environment costs, will be absorbed by the industry and prices will not be too high.  Agree.  Disagree.  Unable To Comment.  
= Please Comment (If you disagree).

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السيد

تحية ضمة وبعد

اشكر لسانتكم موافقتكم على المشاركة في النسخ الذي اجره حـول  
خضمة صناعة نقل السفن على الطرق .  
مرفق استمارة الدورة الاولى ( دلفى تكنيك ) ، والتي تحتوى ثلاثون  
عسارة .

رجاء التكرم بابداء الراى شان كل عسارة من تلك العسارات ، بتموافقة  
اوعدمالموافقة ، ويمكن التحفظ وعدم ابداء الراى بالتأشير على لا تعنيق . في  
حالة عدم الموافقة رجاء ابداء الاسباب في الموضع المخصص لذلك .  
أتنى ان أجد من وقت سانتم نسخ نسخنا الاشارة ودينا سلال  
ثلاثة أيام من وصولها الى سانتم .

شاكرا لسانتمك سانى سانكم

سناو سبور نسخ ولسير

مرفقات :

( ١ ) استمارة دلفى

( ٢ ) مضمون مضمون وسنوى وسوب سبريد



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1994

بين محمد سلال

سند سبور - سلال

جامعة بليموث  
انجلترا

المعهد القومي للنقل  
مصر

استمارة  
لاستطلاع الرأي

١٩٩٥م

- (١) الخصمه هي السبيل الى خلق صناعة نقل بضائع على الطرق مرنة وفعاله واكثرديناميكيه .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقه ) .

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- (٢) المنافسه هي العامل الاكثر اهميه لزيادة كفاءة صناعة نقل البضائع على الطرق .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة ) .

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- (٣) في ظل الخصمه يجب أن يكون تعظيم الربح هو الهدف النهائي لادارة نقل البضائع على الطرق .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة ) .

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- (٤) في ظل خصخصة صناعة نقل البضائع على الطرق ، يجب  
أن يكون قطاع الدولة في أضيق نطاق ممكن .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات ( برجاء ابداء أسباب عدم الموافقة ) .

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- (٥) خصخصة صناعة نقل البضائع على الطرق سوف تتيح الفرصة  
لزيادة الانفاق العام على البنية الأساسية لصناعة  
النقل ( خاصة الطرق ) .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات ( برجاء ابداء أسباب عدم الموافقة ) .

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- (٦) عملاء صناعة نقل البضائع على الطرق سوف يستفيدون من  
خصخصة صناعة نقل البضائع على الطرق بالحصول على  
أقل تعريفة نقل .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات ( برجاء ابداء أسباب عدم الموافقة ) .

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- (٧) عملاء صناعة نقل البضائع على الطرق سوف يستفيدون من  
خصخصة صناعة نقل البضائع على الطرق بالحصول على  
نوعية خدمة أفضل .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

- ملاحظات ( برجا، ابداء أسباب عدم الموافقة )

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- (٨) قد تؤدي المنافسة الكاملة في قطاع النقل الى بعض  
الأوضاع غير المقبولة، هذا يستدعي تنظيم هذه المنافسة  
حكوميا حفاظا على ربحيه المشغلين .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

- ملاحظات ( برجا، ابداء أسباب عدم الموافقة )

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- (٩) ليس من الضروري تدخل الدولة لتنظيم المنافسة في قطاع  
النقل ، اذ يمكن ترك هذا التنظيم التطوعي (الاختياري )  
فيما بين المشغلين .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

- ملاحظات (برجا، ابداء أسباب عدم الموافقة )

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- ( ١٠ ) مع الأخذ بالخصمة وعدم التدخل في قطاع نقل البضائع  
على الطرق يجب أن يتضمن قانون تنظيم نقل البضائع  
على الطرق نما يقصر عمليات النقل لحساب الغير على  
شركات نقل البضائع المتخصصة .

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ١١ ) في ظل خصمه صناعة نقل البضائع على الطرق يجب  
أن يكون البحث عن والتعرف على عناصر التكاليف التي  
يمكن احداث خفض بها من أهم واجبات الادارة .

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ١٢ ) في ظل خصمة صناعة نقل البضائع على الطرق، يجب  
أن يتحمل المشغلون قيمة التكاليف الاجتماعية والبيئية  
الناتجة عن أنشطتهم .

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ١٣ ) الضريبة على الوقود تعد كافية لتغطية التكاليف الاجتماعية  
والبيئية الناتجة عن عمليات نقل البضائع على الطرق .  
( ) لأوافق  
( ) لاتعليق

- ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ١٤ ) حل الشركات وبيع الأصول هو أفضل طرق خصخصة  
شركات قطاع الأعمال في مجال نقل البضائع على الطرق .  
( ) لأوافق  
( ) لاتعليق

- ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ١٥ ) بيع الشركات اجمالا من خلال مناقصات هو أفضل طرق  
خصمه شركات قطاع الاعمال العاملة في مجال نقل  
البضائع على الطرق .  
( ) لأوافق  
( ) لاتعليق

- ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- (١٦) تحويل الشركات الى شركات مساهمه و طرح الاسهم فى سوق الأوراق العاليه هو أفضل طرق خصخصة شركات قطاع الأعمال العامه فى مجال نقل البضائع على الطرق .
- ( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقه )

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- (١٧) تحويل الشركات الى شركات مساهمة واستخدام جزء من الأسهم لتشجيع التقاعد الاختيارى والمبكر، وبيع المتبقى للعاملين بالشركة هو أفضل طرق خصخصة شركات قطاع الأعمال العامه فى مجال نقل البضائع على الطرق .
- ( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- (١٨) زيادة حجم البطاله فى المجتمع من أبرز المشكلات التى تواجه عمليات خصخصة صناعة نقل البضائع على الطرق .
- ( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقه )

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- ( ١٩ ) تواجه عمليات الخصخصة مشكلة قدرة الدولة على تعويض العمالة  
المستغنى عنها أو إعادة تدريبها أو نقلها الى مجالات  
عمل أخرى .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ٢٠ ) يمكن للدولة التغلب على مشكلة زيادة البطالة الناتجة  
عن عمليات خصخصة صناعة نقل البضائع على الطرق  
عن طريق استخدام عائد بيع شركات نقل البضائع  
على الطرق في خلق فرص عمل جديد من خلال  
اقامة مشروعات صغيرة لنقل البضائع على الطرق .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ٢١ ) تصور رأس المال المحلى والمدخرات المحلية عن استيعاب  
الوحدات المطلوب خصصتها من أهم المشكلات التي  
تواجه عمليات خصخصة صناعة نقل البضائع على الطرق  
في البلدان النامية .  
( ) أوافق  
( ) لاأوافق  
( ) لاتعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ٢٢ ) يمكن للدولة التغلب على مشكلة قصور رأس المال المحلي  
والمخزرات المحليه عن استيعاب الوحدات المطلوب  
خصومتها عن طريق السماح لرأس المال الأجنبي بشراء  
أصول تلك الوحدات ( خاصة فى قطاع نقل البضائع  
على الطرق ) .

— ملاحظات (برجاء ابداء أسباب عدم الموافقة ) .

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- ( ٢٣ ) تثير عملية السماح لرأس المال الأجنبي بشراء أصول  
الوحدات المطلوب تحويلها الى القطاع الخاص التخوف  
من مسألة السيطرة الأجنبية على صناعة نقل البضائع  
على الطرق .

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ٢٤ ) يمكن مواجهة مسألة السيطرة الأجنبية على صناعة نقل  
البضائع على الطرق نتيجة السماح لرأس المال الأجنبي  
بشراء الوحدات المطلوب خصومتها عن طريق تحديد  
حد أقصى لنسبة تملك الأجانب فى وحدات نقل البضائع  
على الطرق .

— ملاحظات (برجاء ابداء أسباب عدم الموافقة)

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- ( ٢٥ ) لتفادي مسألة السيطرة الأجنبية على صناعة نقل البضائع  
على الطرق يمكن للدولة اللجوء الى بيع شركات نقل  
البضائع على الطرق المطلوب خصمتها للعاملين بها،  
مع ترتيب التمويل اللازم لا قروضهم بدون فوائد لتملك  
تلك الوحدات .
- ( ) أوافق  
( ) لا أوافق  
( ) لا تعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ٢٦ ) ليست جميع وحدات قطاع الأعمال في مجال نقل البضائع  
على الطرق ذات طبيعة واحدة ، هذا يستدعي استخدام  
أشكالا مختلفة للخصمة ( مثلا خصمة الادارة دون  
الملكية ، أو خصمة الادارة والملكية ) .
- ( ) أوافق  
( ) لا أوافق  
( ) لا تعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ٢٧ ) اتساع قاعدة الملكية عنصر أساسي لانجاح عملية خصمة  
صناعة نقل البضائع على الطرق ، بمعنى مساهمة اكبر  
عدد من الأفراد في تملك اصول الوحدات المراد  
خصمتها ، هذا ما يقتضى طرح الاسهم للبيع بسعر  
مناسب .
- ( ) أوافق  
( ) لا أوافق  
( ) لا تعليق

— ملاحظات ( برجاء ابداء أسباب عدم الموافقة )

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- ( ٢٨ ) يجب ألا تعنى الخصخصة الغاء الدعم تماما عن صناعة النقل،  
اذ يجب أن يكون هناك قدرا من الدعم لأجزاء من نظام  
النقل .  
( ) أوافق  
( ) لا أوافق  
( ) لا تعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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- ( ٢٩ ) تحميل مشغلو نقل البضائع على الطرق بالتكاليف الاجتماعية  
والبيئية الناتجة عن التشغيل سيؤدي الى زيادة الاسعار  
على المدى القصير .  
( ) أوافق  
( ) لا أوافق  
( ) لا تعليق

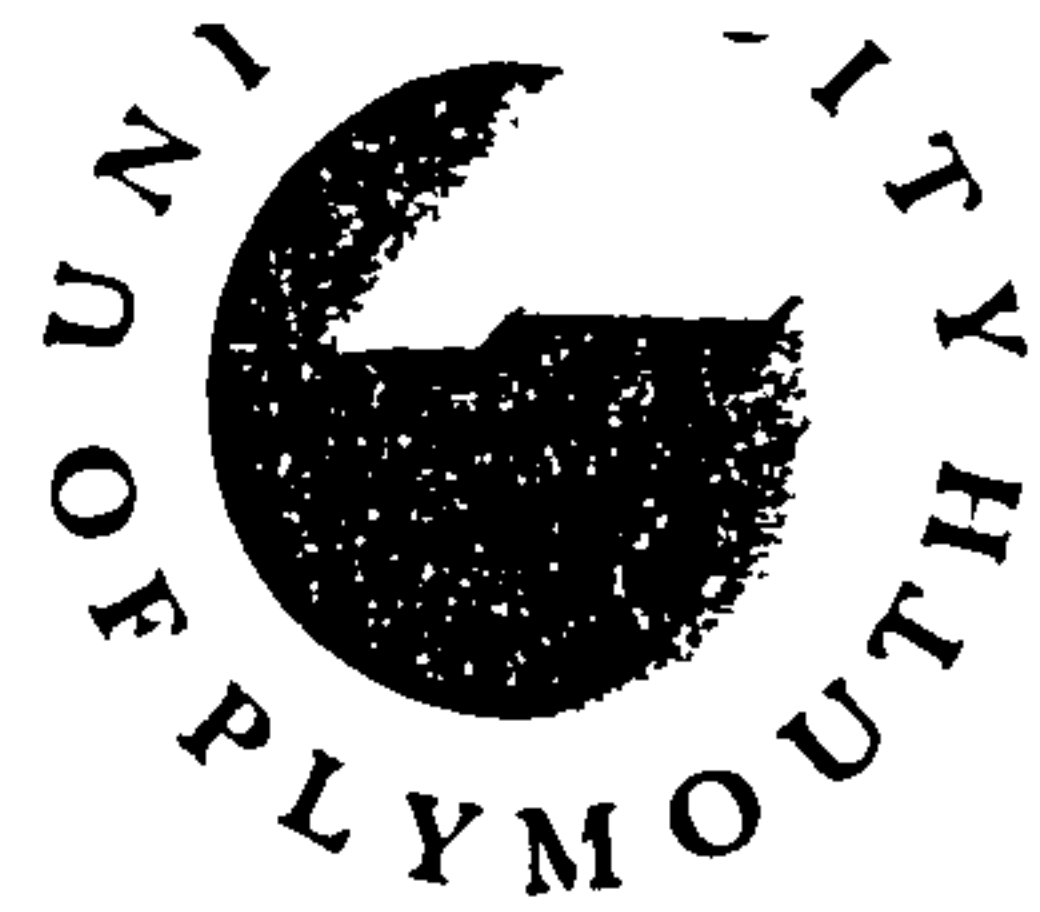
— ملاحظات ( برجاء ابداء أسباب عدم الموافقة )

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- ( ٣٠ ) زيادة التكاليف الناتجة عن تحميل مشغلو نقل البضائع  
على الطرق بالتكاليف الاجتماعية والبيئية الناتجة عن  
التشغيل سوف يمكن استيعابها على المدى المتوسط  
والطويل ، وبالتالي لن تكون الاسعار فى مستوى مرتفع  
جدا .  
( ) أوافق  
( ) لا أوافق  
( ) لا تعليق

— ملاحظات (برجاء ابداء أسباب عدم الموافقة )

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**Tisztelt Hölgyem/Uram !**

A Plymouthi Egyetem diákja vagyok, és jelenleg a doktori disszertációmra dolgozom a közlekedésgazdaságtan területén. A dolgozat a közúti áruszállításhoz kapcsolódik, konkrétan pedig a költségmeghatározást vizsgálja három közgazdaságtanilag különbözően szabályozott rendszerben (Nagy-Britannia, Egyiptom és Magyarország). A vizsgálatot a Delphi-módszerrel szeretném elvégezni, amely során különböző kérdőíveket kell kitölteni, esetenként több lépcsőben. A válaszadónak minden lépcsőben állást kell foglalnivalóan az adott témákban, megjelölve egyet a következő három állítás közül:

- EGYETERTEK
- NEM ERTEK EGYET
- NEM VAGYOK ILLETEKES A KERDESZEN

Abban az esetben, ha a válaszadó nem ért egyet a kérdőívben szereplő állítással, lehetősége van kifejezni az ok(oka)t, amely(ek) erre a válasza készítették.

A kitöltött kérdőívek ezután összegyűjtésre kerülnek. Azon kérdések esetében, ahol nem alakult ki döntő egyetemes, egy újabb kérdőív kerül kiosztásra.

Mint az adott területen dolgozó szakembert ezennel meg szeretném kérni, hogy legyen a vizsgálatban résztvevő "válaszadói panel" tagja, töltse ki a mellékelt kérdőívet, majd a felbeplyezett borítékban küldje el a fenti címre. Biztosíthatom, hogy véleményét a legnagyobb bizalommal kezelni, és a megjelenő publikáció(k)ban (amit természetesen Önök részére is elküldök) csak összesített eredmények fognak szerepelni.

Pozitív hozzáállásban bízva.

Tisztelettel:

**Nabil Abdel-Fattah**



**THE QUEEN'S  
ANNIVERSARY PRIZES**  
FOR HIGHER AND FURTHER EDUCATION

1994



Delphi - kérdőív  
első sorozat

1995 April

(1) A privatizáció kétségtelenül hatékonyabbá, rugalmasabbá Egyetért és dinamikusabbá teszi a közúti fuvarozási ágazatot.

Nem ért egyet

Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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(2) A színvonalas közúti szállítás legfontosabb kritériuma a Egyetért piaci verseny.

Nem ért egyet

Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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(3) A közúti fuvarozási ágazat privatizációját követően a cégek vezetésének elsősorban a profit maximalizálására kell törekednie.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (4) A közúti fuvarozási ágazat privatizációja során az állami Egyetért  
szektor minimalizálására kell törekedni. Nem ért egyet  
Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (5) A közúti fuvarozási ágazat privatizációjával több állami Egyetért  
forrás biztosítható a közlekedési ( elsősorban a közúti)  
hálózat fejlesztésére. Nem ért egyet  
Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (6) Az ügyfelek is nyernek az ágazat privatizációjával az Egyetért  
alacsonyabb árak révén. Nem ért egyet  
Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (7) Az ügyfelek is nyernek az ágazat privatizációjával a szolgáltatás magasabb színvonala révén.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (8) Az ágazatban a korlátlan versenynek negatív következményei lehetnek. Ezért szükséges valamilyen szabályozás a kormányzat részéről a piaci szereplők nyereségességének megőrzésére.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (9) Nem szükséges a verseny kormányzati szabályozása, mert a piaci szereplők maguk is meg tudják ezt oldani önkorlátozás révén.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (10) A privatizált közúti fuvarozási ágazaton belül jogi megkülönböztetés szükséges a kormányzat részéről a saját áruikat és nyersanyagaikat szállítók és a "profi" fuvarozók között.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (11) A közúti fuvarozási cégek menedzselése során a legfontosabb feladat azoknak a területeknek a feltárása, ahol költségcsökkentés érhető el.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (12) A privatizációt követően a közúti fuvarozási cégeknek fizetniük kell a tevékenységükből fakadó környezeti károkért.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (13) A cégek tevékenységéből fakadó károk környezeti és társadalmi ellentételezésére elegendő az üzemanyag adója.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (14) A közúti fuvarozási ágazat privatizációjára megfelelő módszer a meglévő cégek feldarabolása, és részenkénti értékesítése.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (15) A közúti fuvarozási ágazat privatizációjára megfelelő módszer a társaságok jelenlegi formában történő értékesítése tendereztetés révén.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (16) A közúti fuvarozási ágazat privatizációjára megfelelő módszer a részvenytársasággá alakítás, s a cégek tőzsdei értékesítése. Egyetért  
Nem ért egyet  
Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (17) A közúti fuvarozási ágazat privatizációjára megfelelő módszer a részvenytársasággá alakítás; melyet követően a részvények egy részét a kordedvezményes nyugdíjazást önként vállalók ösztönzésére, maradékát pedig alkalmazotti részvényként használnák fel. Egyetért  
Nem ért egyet  
Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (18) A közúti fuvarozási ágazat privatizációja során az egyik legsúlyosabb probléma amivel számolni kell: a növekvő munkanélküliség. Egyetért  
Nem ért egyet  
Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (19) A privatizáció egyik fontos kérdése, hogy hogyan képes Egyetért a kormányzat az elbocsájtott alkalmazottaknak új munkahelyet biztosítani, átkepezni őket, illetve biztosítani Nem ért egyet számukra a munkanélküli segélyt. Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (20) A növekvő munkanélküliség problémájára megoldást Egyetért jelenthet, ha a fuvarozási cégek eladásából származó bevételt új, kisebb fuvarozási vállalkozások támogatására Nem ért egyet fordítják. Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (21) A fejlődő országokban a közúti fuvarozási ágazat privatizációja során az egyik legnagyobb probléma a tökehiány. Egyetért Nem ért egyet Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (22) A tőkehiány problémája elkerülhető, ha az állami ( itt  Egyetért  
elsősorban fuvarozási) cégek értékesítése során lehetőség  
van külföldi tőke bevonására.  Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (23) Ha szabad utat engedünk a nemzetközi tőkének az  Egyetért  
állami cégek felvásárlásához, akkor az ágazat külföldi  Nem ért egyet  
ellenőrzés alá kerül.  Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (24) A hazai fuvarozás külföldi ellenőrzés alá kerülése  Egyetért  
megakadályozható, ha maximálják a külföldiek által  Nem ért egyet  
az egyes cégeken belül megszerezhető tulajdonrészt.  Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (25) Ahhoz, hogy elkerüljük a hazai fuvarozás külföldi ellenőrzés alá kerülését, a kormánynak a cégek részvényeit kamatmentes hitellel az alkalmazottaknak kellene eladnia.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (26) A különböző fuvarozási cégek esetében különböző privatizációs módszereket kell alkalmazni ( pl.: csak a cégvezetést privatizálják, vagy a cégvezetést és a cégtulajdont is ).
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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- (27) A privatizáció sikeressége érdekében fontos, hogy szélesebb tulajdonosi réteg alakuljon ki, ezért alacsony névertékű részvényekre van szükség.
- Egyetért  
 Nem ért egyet  
 Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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(28) A közúti fuvarozás privatizációja nem jelentheti az állami Egyetért támogatások teljes megvonását. Bizonyos területek továbbra is támogatásra szorulnak.

Nem ért egyet

Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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(29) Ha megfizettetjük a fuvarozókkal tevékenységük környezeti és társadalmi költségeit, az rövid távon a fuvardíjak emelkedését vonja maga után.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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(30) Közép- és hosszútávon a költségnövekedést, amely a károk ellentételezéséből és csökkentéséből adódik, a fuvarozók nem háritják át az ügyfelekre, így az árak nem lesznek túl magasak.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem, fejtse ki, ha nem ért egyet!

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## **APPENDIX (D).**

### **DELPHI TECHNIQUE.**

#### **ANALYSIS OF THE FIRST ROUND.**

Table (1): Analysis of the Replies ... Egypt.

Table (2): Analysis of the Replies ... Hungary.

Table (3): Analysis of Opinion Expressed.

Table (4): Analysis of Opinion Expressed (Percentage).



**Table 1: Delphi Technique .. First Round.  
Analysis of the Replies .. Egypt.**

A : Agree.  
D : Disagree.  
U : Unable To Comment.

No.	Statements	A	D	U
1	Privatisation will inevitably create a more efficient, flexible and dynamic road freight industry.	22	1	0
2	Competition is the most important element for a high quality road freight industry.	21	2	0
3	To maximize profits should be the main objective for road freight management under privatisation.	15	8	0
4	Under the privatisation of road haulage, the size of the state sector should be minimized as much as possible.	19	2	2
5	By privatising the road freight industry, there will be an opportunity to release more governmental money for spending on transport infrastructure (especially roads).	10	12	1
6	Road freight customers will benefit from privatising the industry in terms of lower charges.	18	5	0
7	Road freight customers will benefit from privatising the industry in terms of a better quality of services.	23	0	0
8	Negative results might result from excessive competition in the transport sector. Therefore, a form of regulation of the competition should applied by the government to save the operators' profitability.	15	8	0
9	It is not necessary to regulate competition in road freight through the government, because the freight operators can do it voluntarily through self-regulation.	4	19	0
10	A privatised, deregulated road haulage industry requires a legal distinction to be made by the government between own account operators (companies carrying their own goods), and professional operators (companies carrying goods of others)	18	4	1
11	Under privatisation, identifying areas where cost reduction could be made is the main task for road freight management.	22	1	0
12	Under privatisation, road freight operators should pay for the damage to the environment resulting from running their operations.	15	6	2
13	A tax on fuel is adequate to cover the social and environmental costs resulting from road freight operations.	5	11	7

*Continued...*

**Table 1: continued.**  
**Delphi Technique .. First Round.**  
**Analysis of the Replies .. Egypt.**

A : Agree.  
D : Disagree.  
U : Unable To Comment.

No.	Statements	A	D	U
14	A good way to achieve privatisation of the road haulage industry is to dissolve the existing companies and sell off all their assets.	4	17	2
15	A good way to achieve privatisation of the road haulage industry is to sell off the companies, in their existing form, through tenders.	3	17	3
16	A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, which could be sold through the stock exchange.	13	9	1
17	A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, using part of these shares to encourage early and voluntary retirement of the employees and use the remaining shares as workers shares.	12	9	2
18	Increased unemployment is one of the most important problems to face the privatisation of the road freight industry.	17	4	2
19	The ability of the government to pay for the dismissed employees (as a result of privatisation), or re-training them, or transfer them to other activities is one of the problems facing the privatisation process.	22	1	0
20	The problem of increased unemployment could be overcome by employing revenue from selling state sector road haulage companies to encourage new small road haulage businesses.	15	6	2
21	The lack of available capital is one of the most important problems facing the privatisation process of the road freight industry in the developing countries.	16	6	1
22	The problem of the lack of available capital could be avoided by allowing foreign capital to buy the assets of the state sector (particularly road haulage).	8	13	2
23	Foreign control over the road freight industry will result if foreign capital is allowed to buy state assets in the road freight industry.	17	4	2
24	The problem of foreign capital control over the road freight industry, could be avoided by determining a maximum percentage for the capital owned by a foreigner in the road haulage companies.	16	5	2

*Continued...*

**Table 1: continued.**  
**Delphi Technique .. First Round.**  
**Analysis of the Replies .. Egypt.**

A : Agree.  
D : Disagree.  
U : Unable To Comment.

No.	Statements	A	D	U
25	To avoid the problem of foreign capital control over the road freight industry, the government should sell the shares of the state road haulage companies to their existing employees with interest free credit.	19	4	0
26	Different state sector road haulage companies require different forms of privatisation (eg. privatising management only or privatising both management and ownership).	19	4	0
27	A wider base of popular capitalism is an important element to achieve successful privatisation of the road haulage industry, and requires low priced shares.	18	5	0
28	Privatisation should not mean withdrawing the subsidies totally from the transport industry. Some parts of the transport system need to be supported.	16	7	0
29	Making private road haulage pay for social and environment costs will result in price increases in the short term.	18	2	3
30	In the medium and long terms, cost increases, resulting from private road haulage paying for social and environment costs, will be absorbed by the industry and prices will not be too high.	17	5	1



**Table 2: Delphi Technique .. First Round.  
Analysis of the Replies .. Hungary.**

A : Agree.  
D : Disagree.  
U : Unable To Comment.

No.	Statements	A	D	U
1	Privatisation will inevitably create a more efficient, flexible and dynamic road freight industry.	12	0	0
2	Competition is the most important element for a high quality road freight industry.	11	0	1
3	To maximize profits should be the main objective for road freight management under privatisation.	6	5	1
4	Under the privatisation of road haulage, the size of the state sector should be minimized as much as possible.	8	4	0
5	By privatising the road freight industry, there will be an opportunity to release more governmental money for spending on transport infrastructure (especially roads).	7	3	2
6	Road freight customers will benefit from privatising the industry in terms of lower charges.	8	4	0
7	Road freight customers will benefit from privatising the industry in terms of a better quality of services.	12	0	0
8	Negative results might result from excessive competition in the transport sector. Therefore, a form of regulation of the competition should applied by the government to save the operators' profitability.	8	3	1
9	It is not necessary to regulate competition in road freight through the government, because the freight operators can do it voluntarily through self-regulation.	2	9	1
10	A privatised, deregulated road haulage industry requires a legal distinction to be made by the government between own account operators (companies carrying their own goods), and professional operators (companies carrying goods of others).	8	2	2
11	Under privatisation, identifying areas where cost reduction could be made is the main task for road freight management.	10	1	1
12	Under privatisation, road freight operators should pay for the damage to the environment resulting from running their operations.	10	2	0
13	A tax on fuel is adequate to cover the social and environmental costs resulting from road freight operations.	5	7	0

*Continued..*



**Table 2: continued.**  
**Delphi Technique .. First Round.**  
**Analysis of the Replies .. Hungary.**

A : Agree.  
D : Disagree.  
U : Unable To Comment.

No.	Statements	A	D	U
14	A good way to achieve privatisation of the road haulage industry is to dissolve the existing companies and sell off all their assets.	0	10	2
15	A good way to achieve privatisation of the road haulage industry is to sell off the companies, in their existing form, through tenders.	6	5	1
16	A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, which could be sold through the exchange stock.	4	8	0
17	A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, using part of these shares to encourage early and voluntary retirement of the employees and use the remaining shares as workers shares.	3	6	3
18	Increased unemployment is one of the most important problems to face the privatisation of the road freight industry.	3	9	0
19	The ability of the government to pay for the dismissed employees (as a result of privatisation), or re-training them, or transfer them to other activities is one of the problems facing the privatisation process.	9	2	1
20	The problem of increased unemployment could be overcome by employing revenue from selling state sector road haulage companies to encourage new small road haulage businesses.	4	6	2
21	The lack of available capital is one of the most important problems facing the privatisation process of the road freight industry in the developing countries.	12	0	0
22	The problem of the lack of available capital could be avoided by allowing foreign capital to buy the assets of the state sector (particularly road haulage).	12	0	0
23	Foreign control over the road freight industry will result if foreign capital is allowed to buy state assets in the road freight industry.	7	3	2
24	The problem of foreign capital control over the road freight industry, could be avoided by determining a maximum percentage for the capital owned by a foreigner in the road haulage companies.	10	1	1

*Continued...*

**Table 2: continued.**  
**Delphi Technique .. First Round.**  
**Analysis of the Replies .. Hungary.**

A : Agree.  
D : Disagree.  
U : Unable To Comment.

No.	Statements	A	D	U
25	To avoid the problem of foreign capital control over the road freight industry, the government should sell the shares of the state road haulage companies to their existing employees with interest free credit.	4	6	2
26	Different state sector road haulage companies require different forms of privatisation (eg. privatising management only or privatising both management and ownership).	9	0	3
27	A wider base of popular capitalism is an important element to achieve successful privatisation of the road haulage industry, and requires low priced shares.	7	3	2
28	Privatisation should not mean withdrawing the subsidies totally from the transport industry. Some parts of the transport system need to be supported.	10	0	2
29	Making private road haulage pay for social and environment costs will result in price increases in the short term.	11	1	0
30	In the medium and long terms, cost increases, resulting from private road haulage paying for social and environment costs, will be absorbed by the industry and prices will not be too high.	7	4	1

**Table 3: Delphi Technique .. First Round.  
Analysis of Opinion Expressed.**

A : Number Agreed.  
D : Number Disagreed.  
O : Total Number Expressing Opinion.  
(\*) : Majority Opinions.

Sta. No.	Egypt			Hungary		
	A	D	O	A	D	O
1	22*	1	23	12*	0	12
2	21*	2	23	11*	0	11
3	15*	8	23	6*	5	11
4	19*	2	21	8*	4	12
5	10	12*	22	7*	3	10
6	18*	5	23	8*	4	12
7	23*	0	23	12*	0	12
8	15*	8	23	8*	3	11
9	4	19*	23	2	9*	11
10	18*	4	22	8*	2	10
11	22*	1	23	10*	1	11
12	15*	6	21	10*	2	12
13	5	11*	16	5	7*	12
14	4	17*	21	0	10*	10
15	3	17*	20	6*	5	11
16	13*	9	22	4	8*	12
17	12*	9	21	3	6*	9
18	17*	4	21	3	9*	12
19	22*	1	23	9*	2	11
20	15*	6	21	4	6*	10
21	6	16*	22	12*	0	12

*Continued...*

**Table 3: continued.**  
**Delphi Technique .. First Round.**  
**Analysis of Opinion Expressed.**

A : Number Agreed.  
D : Number Disagreed.  
O : Total Number Expressing Opinion.  
(\*) : Majority Opinions.

Sta. No.	Egypt			Hungary		
	A	D	O	A	D	O
22	8	13*	21	12*	0	12
23	17*	4	21	7*	3	10
24	16*	4	20	10*	1	11
25	19*	4	23	4	6*	10
26	19*	4	23	9*	0	9
27	18*	5	23	7*	3	10
28	16*	7	23	10*	0	10
29	18*	2	20	11*	1	12
30	17*	5	22	7*	4	11
TOTAL	407	105	654	200	61	329

**Table 4: Delphi Technique .. First Round.**  
**Analysis of Opinion Expressed .. Percentage (%).**

Sta. No.	Egypt		Hungary	
	Agree	Disagree	Agree	Disagree
1	95.6	4.4	100	0
2	91.3	8.7	100	0
3	65.2	34.8	54.5	45.5
4	90.5	9.5	66.7	33.3
5	45.5	54.5	70.0	30.0

*Continued ...*



**Table 4: continued.**  
**Delphi Technique .. First Round.**  
**Analysis of Opinion Expressed .. Percentage (%).**

Sta. No.	Egypt		Hungary	
	Agree	Disagree	Agree	Disagree
6	78.3	21.7	66.7	33.3
7	100	0	100	0
8	65.2	34.8	72.7	27.3
9	17.4	82.6	18.2	81.8
10	81.8	18.2	80.0	20.0
11	95.6	4.4	90.9	9.1
12	71.4	28.6	83.3	16.7
13	31.3	68.7	41.7	58.3
14	19.0	81.0	0	100
15	15.0	85.0	54.5	45.5
16	59.1	40.9	33.3	66.7
17	57.1	42.8	33.3	66.7
18	81.0	19.0	25.0	75.0
19	95.6	4.4	81.8	18.2
20	71.4	28.6	40.0	60
21	27.3	72.7	100	0
22	38.1	61.9	100	0
23	81.0	19.0	70.0	30.0
24	76.2	23.8	90.9	9.1
25	82.6	17.4	40.0	60.0
26	82.6	17.4	100	0
27	78.3	21.7	70.0	30.0
28	69.6	30.4	100	0
29	90.0	10.0	91.7	8.3
30	77.3	22.7	63.6	36.4

**Table 5: Degree of Consensus for the conceptual categories.**

**(1) Impact of privatisation on the road freight industry.**

Statment Number	Egypt			Hungary		
	Agree	Disagree	Total	Agree	Disagree	Total
1	22	1	23	12	0	12
2	21	2	23	11	0	11
4	19	2	21	8	4	12
5	10	12	22	7	3	10
6	18	5	23	8	4	12
7	23	0	23	12	0	12
8	15	8	23	8	3	11
9	4	19	23	2	9	11
10	18	4	22	8	2	10
28	16	7	23	10	0	10
<b>Total</b>	<b>166</b>	<b>60</b>	<b>226</b>	<b>86</b>	<b>25</b>	<b>111</b>
<b>%</b>	<b>73.5</b>	<b>26.5</b>	<b>---</b>	<b>77.5</b>	<b>22.5</b>	<b>---</b>

**(2) Role of freight management under privatisation.**

Statment Number	Egypt			Hungary		
	Agree	Disagree	Total	Agree	Disagree	Total
3	15	8	22	6	5	11
11	22	1	23	10	1	11
<b>Total</b>	<b>37</b>	<b>9</b>	<b>46</b>	<b>16</b>	<b>6</b>	<b>22</b>
<b>%</b>	<b>80.4</b>	<b>19.6</b>	<b>---</b>	<b>72.7</b>	<b>27.3</b>	<b>---</b>

*Continued ..*

**Table 5: continued.**  
**Degree of Consensus for the conceptual categories.**

**(3) Best method of achieving privatisation of the road freight industry.**

Statment Number	Egypt			Hungary		
	Agree	Disagree	Total	Agree	Disagree	Total
14	4	17	21	0	10	10
15	3	17	20	6	5	11
16	13	9	22	4	8	12
17	12	9	21	3	6	9
26	19	4	23	9	0	9
27	18	5	23	7	3	10
Total	69	61	130	29	32	61
%	53.1	46.9	---	47.5	52.5	---

**(4) Macroeconomic problems facing privatisation on the road freight industry.**

Statment Number	Egypt			Hungary		
	Agree	Disagree	Total	Agree	Disagree	Total
18	17	4	21	3	9	12
19	22	1	23	9	2	11
20	15	6	21	4	6	10
21	6	16	22	12	0	12
22	8	13	21	12	0	12
23	17	4	21	7	3	10
24	16	4	20	10	1	11
25	19	4	23	4	6	10
Total	120	52	172	61	27	88
%	69.8	30.2	---	69.3	30.7	---

*Continued ..*

**Table 5: continued.**  
**Degree of Consensus for the conceptual categories.**

**(5) The external cost of road freight under privatisation.**

Statment Number	Egypt			Hungary		
	Agree	Disagree	Total	Agree	Disagree	Total
12	15	6	21	10	2	12
13	5	11	16	5	7	12
29	18	2	20	11	1	12
30	17	5	22	7	4	11
Total	55	24	79	33	14	47
%	69.6	30.4	---	70.2	29.8	---

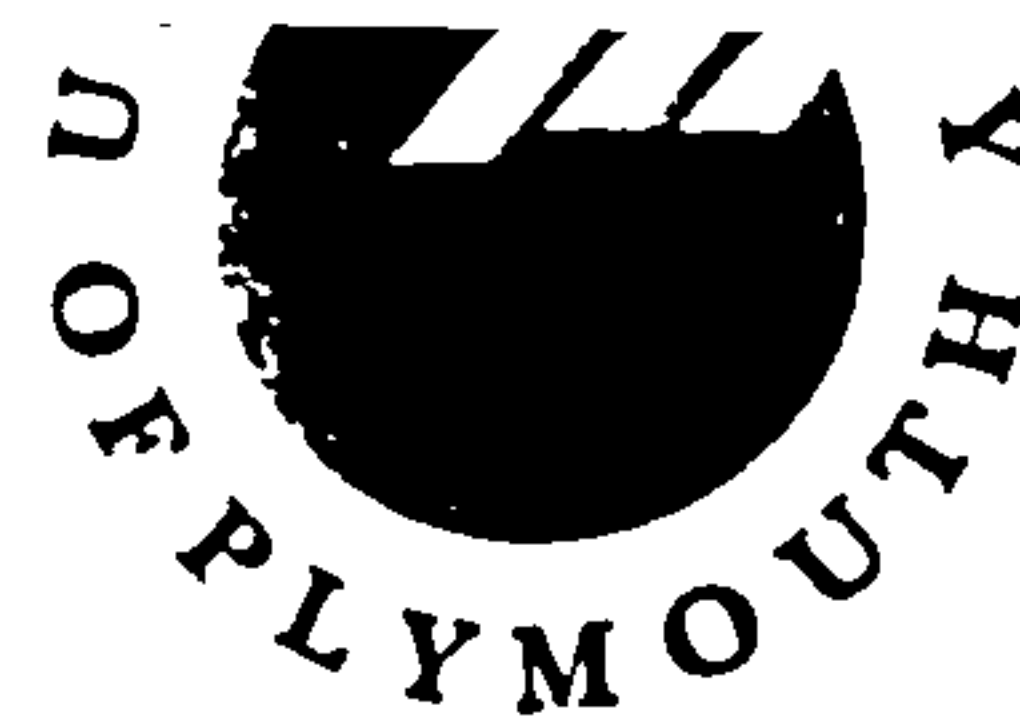


**APPENDIX (E).**

**DELPHI TECHNIQUE.**

**SECOND ROUND SURVEY.**

- (1) Covering Letter.
- (2) Second Round Questionnaire (Egypt).
- (3) Second Round Questionnaire (Hungary).



30 June 1995

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Dr A. Redfern.

Extra Master. BA. PhD. MRIN. FNI  
Head of Institute

Dear Sir

Thank you for your participation in the first round of my study of privatisation and road freight transport using the Delphi Technique. There was general agreement on seventeen statements in the first round. The other thirteen statements did not have majority opinions, and are used in this second round questionnaire. In this round, the questionnaire includes the original thirteen statements, with the comments received from the panellists in the first round.

May I ask you to reconsider the original statements and the comments attached to each one, and supply me with your opinion in terms of agree, disagree or unable to comment, for these replies.

I would like to emphasise the importance of reading all of the replies, as well as all the questionnaire, before supplying your opinions.

I would be grateful if you could return the completed questionnaire within three days if possible.

**It is most important that you respond, because this is the final round of the survey.**

Please find enclosed a pre-paid, self addressed envelope.

Thanking you in anticipation.

Yours faithfully

*Nabil Abdel-Fattah*

**University Of Plymouth.**

**Centre for Int. Shipping&Transport.**

**Delphi Questionnaire**

**2nd Round - Egypt**

**1995**

(1) The Original Statement:

To maximize profits should be the main objective for road freight management under privatisation.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

1.1 The original statement is not valid because it is not the case for cooperatives.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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1.2 The original statement is not valid, because to improve the quality of service should be the main objective.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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1.3 The original statement is not valid because the main target for the management should be to improve the services and reduce the cost, then maximizing profits could be achieved.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(2) The Original Statement:

By privatising the road freight industry, there will be an opportunity to release more governmental money for spending on transport infrastructure (especially roads).

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

2.1 The original statement is not valid, because the government does not subsidise state sector road freight companies.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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2.2 The original statement is not valid, because there is no relation between privatisation and an increase in public spending on roads.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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2.3 The original statement is not valid, because license revenue in Egypt is more than the actual spend on road improvement and maintenance.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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2.4 The original statement is not valid, because no one can be sure about that.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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2.5 The original statement is not valid, because it depends on the government's approach to public spending.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(3) The Original Statement:

Negative results might result from excessive competition in the transport sector. Therefore, a form of regulation of the competition should applied by the government to save the operators' profitability.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

3.1 The original statement is not valid, because it is not the government's role to ensure the operators' profitability, its role is to ensure the balance between the demand and supply in the market.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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3.2 The original statement is not valid, because it is necessary to protect both the operators and the customers.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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3.3 The original statement is not valid because the government should ensure the balance between the operators' and customers' benefits.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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3.4 The original statement is not valid because the role of the government in regulating the competition is critical in the early stage of privatisation, but later the government should leave that role to the market mechanism.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(4) The Original Statement:

Under privatisation, road freight operators should pay for the damage to the environment resulting from running their operations.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

4.1 The original statement is not valid, because it will result in price increases.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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4.2 The original statement is not valid before finding a suitable and adequate method to calculate these costs.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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4.3 The original statement is not valid because as a principle it is acceptable, but the application should be gradually.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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4.4 The original statement is not valid because all the operators should pay for the externalities, whether private or state sector.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(5) The Original Statement:

A tax on fuel is adequate to cover the social and environment costs resulting from road freight operations.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

5.1 The original statement not valid, because tax on fuel in Egypt has other objectives, for example to improve roads. It is not to cover the social and environment costs.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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5.2 The original statement not valid, because some research is needed to determine the cost of damage to the environment caused by lorries. External taxes might be needed.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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5.3 The original statement is not valid, because tax on fuel is not the best way to charge the cost of damage to the environment resulting from freight operations, there is, for example tax on tyres.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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5.4 The original statement is not valid, because it depends on the amount of this tax and whether it covers the cost or not.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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5.5 The original statement is not valid, because tax on fuel covers all motor vehicle, there is a need for a separate tax on goods vehicles.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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5.6 The original statement is not valid, because tax on fuel is not enough to cover the social and environmental costs of goods vehicles, because their externalities are more than just air pollution.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(6) The Original Statement:

A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, which could be sold through the stock exchange.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

6.1 The original statement is not valid, because it is not always the ideal solution. It depends on the financial and technical situation of the company.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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6.2 The original statement is not valid. Although it could be a good way to privatise the industry, it first requires financial restructuring for the companies.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).



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6.3 The original statement is not valid, because in the current situation of the state sector companies, where there is too much employment, heavy debt, and old fleets, it is not easy to find a buyer.

Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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(7) The Original Statement:

A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, using part of these shares to encourage early and voluntary retirement of the employees and use the remaining shares as workers shares.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

7.1 The original statement is not valid. Although it could be a way to privatise the industry, it is not the best way.

Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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7.2 The original statement is not valid, because there should be a solution to all the companies' debt problems first. Only then the assets should be transferred.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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7.3 The original statement is not valid, because to put the shares in the stock exchange is better, where it will give a good evaluation of the companies' value from the standpoint of the national economy.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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7.4 The original statement is not valid, because in the current situation of the state sector companies, where there is too much employment, heavy debt, and old fleets, it is unjust for the employees.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(8) The Original Statement:

The problem of increased unemployment could be overcome by employing revenue from selling state sector road haulage companies to encourage new small road haulage businesses.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

8.1 The original statement is not valid, because the revenue will be used to pay the companies' debts.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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8.2 The original statement is not valid, because it dose not have to be a small road haulage businesses.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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8.3 The original statement is not valid, because only a part of the revenue should be used, not all of it.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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8.4 The original statement is not valid, because the cooperatives cover the market need, if there is any shortage in the supply they will cover it, so there is no place for any new business in the road freight market.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(9) The Original Statement:

The lack of available capital is one of the most important problems facing the privatisation process of the road freight industry in the developing countries.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

9.1 The original statement is not valid, because there is no shortage of the local savings and capital.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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9.2 The original statement is not valid, because companies' debts and unavailability of data about these companies are the most important problems.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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9.3 The original statement is not valid, because the demand for such services plays the critical role.



Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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9.4 The original statement is not valid, because total local savings in banks is more than the estimated value of these companies, but the people trust bank savings more than investment in companies' shares.

Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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(10) The Original Statement:

The problem of the lack of available capital could be avoided by allowing foreign capital to buy the assets of the state sector (particularly road haulage).

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

10.1 The original statement is not valid, because there is no shortage of local savings and capital.

Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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10.2 The original statement is not valid, because the investment law, passed in 1989, already allows foreign capital to invest in Egypt.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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10.3 The original statement is not valid, because the road freight sector is a strategic sector, so the foreign capital shares in the company should be less than 50 per cent to avoid foreign capital control.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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10.4 The original statement is not valid, because it could be better if it comes in the form of joint venture companies.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(11) The Original Statement:

The problem of foreign capital control over the road freight industry, could be avoided by determining a maximum percentage for the capital owned by a foreigner in the road haulage companies.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

11.1 The original statement is not valid, because the investment law already determines this percentage.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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11.2 The original statement is not valid, because it could be where there is a threat of foreign control.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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11.3 The original statement is not valid, because the ownership should be free to anyone. There is a law and regulations to avoid foreign control over the national economy, not only the road freight industry.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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11.4 The original statement is not valid, because it is a theoretical assumption. All the companies are loss-maker, non of the foreign investors will take the risk of buying a loss-making company.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(12) The Original Statement:

Privatisation should not mean withdrawing the subsidies totally from the transport industry. Some parts of the transport system need to be supported.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

12.1 The original statement is not valid, because there is no subsidy now for the road freight industry.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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12.2 The original statement is not valid, because the subsidies have negative results on the performance.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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12.3 The original statement is not valid, because there should be subsidies only in the case of passenger transport, to support some social categories and/or achieve some targets, for example provide services to remote areas.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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12.4 The original statement is not valid, because with application of market economy and privatisation, subsidy should withdrawn totally, except in passenger transport, and where should be in the form of social allowances.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).

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(13) The Original Statement:

In the medium and long terms, cost increases, resulting from private road haulage paying for social and environmental costs, will be absorbed by the industry and prices will not be too high.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

13.1 The original statement is not valid, because any increase in the operational costs will result directly in price increases.

Agree.  Disagree.  Unable To Comment.

= Please Comment (if you disagree).



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13.2 The original statement is not valid, because it depends on the capability of the companies to reduce costs.

Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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13.3 The original statement is not valid, because profit is the motivation of the private sector, any increase in costs will be transferred to prices, and even if the company could make cost reductions, it will benefit in terms of increased profits, not reduced prices.

Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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13.4 The original statement is not valid, although it could be on the long term, when the number of firms is increased and competition works at its best, but even in the medium term the prices will be too high.

Agree.     Disagree.     Unable To Comment.

= Please Comment (if you disagree).

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السيد /

تحية طيبة ... وبعده

أشكر لسيادتكم تفنلكم بالمشاركة في الدورة الأولى للبحث الذي أجريه منكم  
طريقة دلي حول خصخصة صناعة نقل البضائع على الطرق . اسفر تحليل تلك الدورة  
من حمل سبعة عشر عبارة على اجماع الآراء . العبارات الثلاث نشر الأخرى . والتي  
لم تحصل على اجماع الآراء استخدمت في تكوين استمارة الدورة الثانية ( مرفق ) . والتي  
تشتمل على العبارات الأصلية مع التعليمات الواردة من أخصائى مجموعة العمل .

برجاء التكرم بابداء الرأي بشأن هذه التعليقات بالموافقة او عدم الموافقة .  
ويمكن التحفظ وعدم ابداء الرأي بالتأشير على " لا تعليق " .

اسمح لى سيادتكم أن أؤكد على أهمية قراءة العبارة الأصلية وكل التعليقات  
المصاحبة لها قبل ابداء الرأي . كذلك أود أن أؤكد على أهمية هذه الدورة حيث  
انها الدورة الاخيرة في هذا البحث .

أتنى ان أجد من وقت سيادتكم مايسح باستبنا الاستمارة ورجاء خـلال  
ثلاثة أيام من وصولها الى سيادتكم .

شاكرًا لسيادتكم صادق تعاونكم

تنفخوا بتبول التحية والنفير

مرفقات :

- ( ١ ) استمارة دلي الدورة الثانية ( الاخيرة ) . نبيل محمد عبدالنسيح
- ( ٢ ) مطروف معنون ومستوفى رسوم البريد . جامعة بليموت - انجلترا



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1994

جامعة بلـسـوث  
(انجلترا )

المعهد القومي للنقل  
( مصر )

استمارة دلفى  
الدورة الثانية - مصر

• ابريل  
١٩٩٥

1 / : العبارة الأصلية :

في ظل الخصم يجب ان يكون تعظيم الربح هو الهدف النهائي لادارة نقل  
المضائق على الطرق .

الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة الأصلية .  
برجا' التكرم بابدا' الراى فى شان هذه الردود .

1/1 : العبارة الأصلية غير صحيحة ، لأنها لا تنطبق على الجمعيات التعاونية لنقل المضائق  
بالسيارات .

( ) اوافق ( ) لا اوافق ( ) لا تتعلق

- ملاحظات (برجا' ابدأ' اسباب عدم الموافقة) .

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2/1 : العبارة الأصلية غير صحيحة ، لأن تحسين الخدمة يجب ان يكون هو هدف  
الادلة .

( ) اوافق ( ) لا اوافق ( ) لا تتعلق

- ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة ) .

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3/1 : العبارة الأصلية غير صحيحة ، لأن الهدف الرئيسى يجب ان يكون تحسنى الخدمة ،  
ثم خفض التكاليف وبالتالي يمكن تحقيق هدف تعظيم الربح .

( ) اوافق ( ) لا اوافق ( ) لا تتعلق

- ملاحظات (برجا' ابدأ' اسباب عدم الموافقة) .

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١٢ / : العبارة الأصلية :

- خصخصة صناعة نقل النفايات على الطرق سوف تتيح الفرص لزيادة الانفاق العام على النية الأساسية لصناعة النقل (خاصة الطرق) .
- الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة الأصلية .
- برجا' التكرم بابدا' الراى فى شان هذه الردود .

١/٢ : العبارة الاصلية غير صحيحة، لأن الحكومة لا تقدم دعما لشركات نقل النفايات على الطرق .

( ) أوافق ( ) لا أوافق ( ) لا تتعلق

– ملاحظات ( برجا' ابدا' اسباب عدم الموافقة ) .

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٢/٢ : العبارة الاصلية غير صحيحة، لأنه لا توجد علاقة بين الخصخصة وزيادة الانفاق العام على الطرق .

( ) أوافق ( ) لا أوافق ( ) لا تتعلق

– ملاحظات ( برجا' ابدا' اسباب عدم الموافقة ) .

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٣/٢ : العبارة الاصلية غير صحيحة، لأن حصيله رسوم التراخيص الآن تفوق ماينفق على صيانة وتحسين الطرق .

( ) أوافق ( ) لا أوافق ( ) لا تتعلق

– ملاحظات ( برجا' ابدا' اسباب عدم الموافقة ) .

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٤/٢ : العبارة الأصلية غير صحيحة، لأن هذا غير مضمون وغير مؤكد.

( ) أوافق ( ) لاوافق ( ) لاتعلق

— ملاحظات (برجاء ابداء اسباب عدم الموافقة) .

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٥/٢ : العبارة الأصلية غير صحيحة، لأن هذا ينوقف على أسلوب وفلسفة الانفاق العام .

( ) أوافق ( ) لاوافق ( ) لاتعلق

— ملاحظات ( برجا ابداء اسباب عدم الموافقة ) .

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١/٢ : العبارة الأصلية :

قد تؤدي المنافسة الكاملة في قطاع النقل الى معنى الأوضاع غير المقبوله، هذا يستدعي تنظيم هذه المنافسة حكوما حفاظا على ربحية المشغلي .

الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة الاصلية.  
برجا' التكرم بابداء' الراى فى شأن هذه الردود .

١/٢ : العبارة الأصلية غير صحيحة، لأن دور الحكومة ليس الحفاظ على ربحية المشغلي

وانما الحفاظ على توازن العرض والطلب فى السوق .

( ) أوافق ( ) لاوافق ( ) لاتعلق

— ملاحظات (برجا' ابداء اسباب عدم الموافقة) .

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٢/٣ : العبارة الأصلية غير صحيحة ، لانه من الضروري الحفاظ على مصالح كل من المشغلين والعملاء بشكل متوازن .

- ( ) أوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات (برجا' ابدأ' اسباب عدم الموافقة ) .

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٣/٣ : العبارة الأصلية غير صحيحة ، لانه على الحكومة ان تتأكد من اقامة التوازن بين منافع كل من المشغلين والعملاء .

- ( ) أوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة ) .

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٤/٣ : العبارة الأصلية غير صحيحة ، لأن دور الحكومة في تنظيم المنافسة حسوى خلال المراحل الأولى للخصمة ، ولكن فيما بعد يجب على الحكومة ان تترك هذا الدور لآليات السوق .

- ( ) أوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة ) .

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٤/١ : العبارة الأصلية :

في ظل خصخصة صناعة نقل النضائع على الطرق يجب ان يتحمل المشغلون  
قمة التكاليف الاجتماعية والسببة الناتجة عن انشطتهم .

الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة  
الاصليه . برجا' التكرم بابدا' الراى فى شان هذه الردود .

٤/١ : العبارة الأصلية غير صحيحة ، لأن هذا سيؤدي الى زيادة فى الاسعار .

( ) اوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات ( برجا' اسباب عدم الموافقة ) .

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٤/٢ : العبارة الأصلية غير صحيحة، لأنه يلزم اولا ايجاد وسيلة ملائمة لتقدير تلك  
التكاليف .

( ) اوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات (برجا' ابدا' اسباب عدم الموافقة ) .

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٤/٣ : العبارة الأصلية غير صحيحة . السدا مقبول ، ولكن يجب ان يكون التطبيق تدريجيا .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

- ملاحظات ( برجا' ابدا' اسباب عدم الموافقة ) .

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٤/٤ : العبارة الاصلية غير صحيحة ، لان كل المشغلين سواء قطاع عام أو خاص يجب ان يتحملوا قيمة التكاليف الاجتماعية والبيئية الناتجة عن انشطتهم .

( ) أوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة ) .

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١٥ : العبارة الاصلية :

الضريبة على الوقود تعد كافية لتغطية التكاليف الاجتماعية والبيئية الناتجة عن عمليات نقل البضائع على الطرق .

الردود التالية وردت من أعضاء مجموعة العمل بعدم الموافقة على العبارة الاصلية .  
برجا' التكرم بابداء' الراى فى شأن هذه الردود .

١/٥ : العبارة الاصلية غير صحيحة ، لان الضريبة على الوقود فى مصر لها أهداف اخرى غير تغطية التكاليف الاجتماعية والبيئية ، فهى لصيانة وتحسن الطرق .

( ) أوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات (برجا' ابدأ' اسباب عدم الموافقة ) .

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٢/٥ : العبارة الاصلية غير صحيحة، لأن هناك حاجة الى بعض الحوث لتحديد قيمة هذه التكاليف ، وقد يستدعى الأمر فرض ضرائب اضافية .

( ) أوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات (برجا' ابدأ' اسباب عدم الموافقة ) .

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٣/٥ : العبارة الاصلية غير صحيحة ، فقد اوضحت البحوث ان الضريبة على الوقود ليست افضل صور التعسر عن الاثار الناتجة عن عمليات النقل ، فهناك مثلا الضريبة على الاطارات .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

— ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة )

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٤/٥ : العبارة الاصلية غير صحيحة ، لان هذا يتوقف على قمة الضريبة ومدى تغطيتها لتلك التكاليف الاجتماعية والبيئية .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

— ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة )

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٥/٥ : العبارة الاصلية غير صحيحة ، لان الضريبة على الوقود وتشمل جميع مستخدمي السيارات ، يجب ان تكون هناك ضريبة محددة ومنفصلة لسيارات نقل البضائع .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

— ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة ) .

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٦/٥ : العبارة الأصلية غير صحيحة، فالضريبة على الوقود غير كافية، لأن التأثيرات الاجتماعية والبيئة لسيارات نقل البضائع تزيد عن مجرد تأثيرات العادم أو تلوث الهواء .

( ) أوافق ( ) لاوافق ( ) لاتعلق

– ملاحظات (برجا' ابدا' اسباب عدم الموافقة ) .

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٦ / : العبارة الأصلية :

تحويل الشركات الى شركات مساهمة وفرع الاسهم في سوق الأوراق المالية هو افضل طرق خصخصة شركات قطاع الاعمال العامة في مجال نقل البضائع على الطرق .

الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة الاصلية برجا' التكرم بابدا' الراى بشأن هذه الردود.

١/٦ : العبارة الأصلية غير صحيحة، فليس هذا هو الحل الامثل دائما ، اذ يتوقف على ظروف الشركة ووضعها المالى والغنى .

( ) أوافق ( ) لاوافق ( ) لاتعلق .

– ملاحظات (برجا' ابدا' اسباب عدم الموافقة ) .

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٢/٦ : العبارة الاصلية غير صحيحة ، فعلى الرغم من انها قد تكون طريقة مناسبة ولكن ليس قبل اعادة الهيكلة العالية للشركات .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

– ملاحظات (برجا' ابدا' اسباب عدم الموافقة ) .

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٢/٦ : العبارة الاصلية غير صحيحة ، لأنه في ظل الظروف الحالية لشركات قطاع  
الاعمال العامله في مجال نقل البضائع على الطرق من حيث العمالة الزائده  
والديون وقدم الاسطول ليس من السهل ان يوحد لها مشتري .

( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا ، ابدا ، اسباب عدم الموافقة ) .

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٧ / : العبارة الاصلية :

تحويل الشركات الى شركات مساهمة واستخدام جزء من الاسهم لتشجيع التقاعد  
الاختياري والمبكر ، وبيع المتبقى للعاملين بالشركة هو افضل طرق خصمة  
شركات قطاع الاعمال العامله في مجال نقل البضائع على الطرق .  
الردود التالية وردت من اعضا مجموعة العمل بعدم الموافقة على العبارة الاصلية .  
برجا ، التكرم بابدا ، الراى فى شان هذه الردود .

١/٧ : العبارة الاصلية غير صحيحة . قد يكون هذا احد طرق الخصمة ، لكنه ليس  
افضلها .

( ) اوافق ( ) لاوافق ( ) لاتعلق  
- ملاحظات ( برجا ، ابدا ، اسباب عدم الموافقة ) .

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٢/٧ : العبارة الأصلية غير صحيحة ، لانه يجب اولا ايجاد حل لمشاكل الشركات

مع المدبونية ، بعد ذلك يمكن تحويل اصولها الى اسهم .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

- ملاحظات ( برجا' ابدأ' أسباب عدم الموافقة ) .

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٣/٧ : العبارة الأصلية غير صحيحة ، لانه من الافضل طرح الاسهم في سوق الاوراق

العالة ، حيث ان هذا يعطى تقيما افضل للشركة من منظور الاقتصاد القومى .

( ) اوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات ( برجا' ابدأ' أسباب عدم الموافقة ) .

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٤/٧ : العبارة الاصلية غير صحيحة ، ففى ظل الظروف الحالية للشركات من حيث

العماله الزائدة والمدبونية سيكون فى هذا ظلم للعاملين .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

- ملاحظات ( برجا' ابدأ' أسباب عدم الموافقة )

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٨ / : العارة الاصلية :

يمكن للدولة التغلب على مشكلة زيادة البطالة الناتجة عن عمليات خصخصة  
صناعة نقل البضائع على الطرق عن طريق استخدام عائد بيع شركات نقل  
البضائع على الطرق في خلق فرص عمل جديدة من خلال تشجيع اقامة مشروعات  
صغيرة لنقل البضائع على الطرق .

الردود التالية وردت من اعضاء مجموعة العمل بعدم الموافقة على العارة  
الاصلية . برجاء التكرم بابدا' الراى فى شان هذه الردود .

١/٨ : العارة الاصلية غير صحيحة ، لان عائد السع سوف يستخدم لسداد رسوم  
الشركات .

( ) اوافق ( ) لاوافق ( ) لاتعلق

— ملاحظات ( برجاء ابداء اسباب عدم الموافقة ) .

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٢/٨ : العارة الاصلية غير صحيحة ، لانه ليس من الضرورى ان تكون مشروعات  
صغيرة في مجال نقل البضائع على الطرق .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

— ملاحظات ( برجاء ابداء اسباب عدم الموافقة ) .

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٣/٨ : العبارة الأصلية غير صحيحة جزء من العائد يمكن ان يستخدم ، وليس العائد كله .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

– ملاحظات (برجا، ابدأ، اسباب عدم الموافقة ) .

٤/٨ : العبارة الأصلية غير صحيحة ، لأن الجمعيات التعاونية تغطي كل احتياجات السوق ولن يكون هناك مجال لأي مشروعات جديدة .

( ) اوافق ( ) لاوافق ( ) لاتعلق

– ملاحظات (برجا، ابدأ، اسباب عدم الموافقة ) .

١/٩ : العبارة الأصلية :

قصور رأس المال المحلي والمخدرات المحلية عن استيعاب الوحدات المطلوب خصومتها من اهم المشكلات التي تواجه عمليات خصمة صناعة نقل البضائع على الطرق في البلدان النامية .

الردود التالية وردت من اعضاء مجموعة العمل بعدم الموافقة على العبارة الأصلية  
برجا، التكرم بابدأ، الرأي في شأن هذه الردود

١/٩ : العبارة الأصلية غير صحيحة، لانه ليس هناك عجزا في رأس المال المحلى او المخدرات المحلية .

( ) اوافق ( ) لاوافق ( ) لاتعلق

– ملاحظات (برجا، ابدأ، اسباب عدم الموافقة ) .

٢/٩ : العبارة الاصلية غير صحيحة ، لأن ديون الشركات وعدم وجود بيانات متاحة  
عن هذه الشركات هي اكثر المشكلات اهمية .

( ) اوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة )

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٣/٩ : العبارة الاصلية غير صحيحة ، لان الطلب على خدمة نقل البضائع على الطررق  
يلعب الدور الاكثر اهمية .

( ) اوافق ( ) لاوافق ( ) لاتعلق

- ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة ) .

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٤/٩ : العبارة الاصلية غير صحيحة ، لان اجمالي المدخرات المحلية في البنوك يفوق  
القيمة المتوقعة لتلك الشركات ، لكن الافراد يفضلون الادخار في البنوك عن  
اسهم الشركات .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

- ملاحظات ( برجا' ابدأ' اسباب عدم الموافقة ) .

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١٠ / : العبارة الأصلية :

يمكن للدولة التغلب على مشكلة قصور رأس المال المحلي والمدخرات المحلصة عن استيعاب الوحدات المطلوب خصميتها عن طريق السماح لرأس المال الأجنبي بشراء أصول تلك الوحدات ( خاصة في قطاع نقل البضائع على الطرق ) .  
الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة  
الأصلية . برجاء' التكرم بابداء' الرأي في شأن هذه الردود .

١٠ / ١ : العبارة الأصلية غير صحيحة ، لانه ليس هناك قصورا في رأس المال المحلى او المدخرات المحلصة .

( ) اوافق ( ) لا اوافق ( ) لاتعلق .  
- ملاحظات ( برجاء' ابداء' اسباب عدم الموافقة ) .

١٠ / ٢ : العبارة الأصلية غير صحيحة ، لأن قانون الاستثمار لسنة ١٩٨٩ سمح لرأس المال الأجنبي بالاستثمار في مصر .

( ) اوافق ( ) لا اوافق ( ) لاتعلق .  
- ملاحظات ( برجاء' ابداء' اسباب عدم الموافقة ) .

١٠ / ٣ : العبارة الأصلية غير صحيحة ، لان قطاع نقل البضائع على الطرق قطاع استراتيجى وبالتالي مساهمة رأس المال الاجنبى فيه يجب ان تكون اقل من ٥٠% لتفادى السيطره الاجنبية .

( ) اوافق ( ) لا اوافق ( ) لاتعلق .  
- ملاحظات ( برجاء' ابداء' اسباب عدم الموافقة ) .

٤/١٠ : العبارة الاصلية غير صحيحة، لأنه من الافضل ان تكون مساهمة رأس المال

الاجنبي في شكل شركات مشتركة .

( ) اوافق ( ) لاوافق ( ) لاتعلق

— ملاحظات (برجا' ابدا' اسباب عدم الموافقة )

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١١ / : العبارة الاصلية :

يمكن مواجهة مسألة السيطرة الاجنبية على صناعة نقل البضائع على الطرق نتجة  
السماع لرأس المال الاجنبي بشرا' الوحدات المطلوب خصميتها عن طريق  
تحديد حد اقصى لنسب تملك الأجانب في وحدات نقل البضائع على الطرق .

الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة  
الاصلية . برجا' التكرم بابدا' الرأي في شأن هذه الردود .

١/١١ : العبارة الاصلية غير صحيحة ، لأن قانون الاستثمار يحدد هذه النسبة .

( ) اوافق . ( ) لاوافق ( ) لاتعلق .

— ملاحظات (برجا' ابدا' اسباب عدم الموافقة )

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٢/١١ : العبارة الاصلية غير صحيحة . قد يكون هذا صديقا عند التخوف من السيطرة  
الاجنبية .

( ) اوافق ( ) لاوافق ( ) لاتعلق .

— ملاحظات (برجا' ابدا' اسباب عدم الموافقة )

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٣/١١ : العبارة الأصلية غير صحيحة ، لأن الملكية يجب ان تكون متاحة للجميع، وهناك قوانين لحماية الاقتصاد القومي من السيطرة الأجنبية وليس فقط قطاع نقل المضاع على الطرق .

- ( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا' ابدا' اسباب عدم الموافقة ) .

٤/١١ : العبارة الأصلية غير صحيحة، لأن هذا فرضا نظريا ، جميع الشركات خاسرة وليس هناك مستثمر اجنبي يمكن ان يتقدم لشرائها .

- ( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا' ابدا' اسباب عدم الموافقة ) .

١٢ / : العبارة الأصلية :

يجب ألا تعنى الخصمه الغاء الدم تماما عن صناعة النقل ، اذ يجب ان يكون هناك قدرا من الدعم لاجزا' من نظام النقل .  
الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العبارة الأصلية .  
برجا' التكرم بابدا' الراى فى شان هذه لردود .

١/١٢ : العبارة الأصلية غير صحيحة ، لأن صناعة نقل المضاع على الطرق لاتتلقى اى دعم حكومى .

- ( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا' ابدا' اسباب عدم الموافقة ) .

٢/١٢ : العبارة الأصلية غير صحيحة، لأن الدعم له تأثير سلبي على الأرباح .  
( ) اوافق ( ) لاوافق ( ) لاتعلق  
- ملاحظات (برجاء ابدأ اسباب عدم الموافقة ) .

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٣/١٢ : العبارة الأصلية غير صحيحة . يجب ان يكون هناك دعماً لقطاع نقل الركاب،  
لعض الفئات الاجتماعية او لتحقيق بعض الاهداف مثل مد الخدمة الى المناطق  
النائية .

( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا ابدأ اسباب عدم الموافقة ) .

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٤/١٢ : العبارة الأصلية غير صحيحة ، لأنه مع الخصخصة وتطبيق آليات السوق  
يجب إلغاء الدعم كلية ، فبما عدا في قطاع نقل الركاب حيث يجب ان يكون  
في شكل علاوة اجتماعية .

( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات ( برجا ابدأ اسباب عدم الموافقة ) .

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١٣ : العبارة الأصلية :

زيادة التكاليف الناتجة عن تحميل مشغلوا نقل البضائع على الطرق بالتكاليف  
الاجتماعية والبيئية الناتجة عن التشغيل سوف يمكن استيعابها على المدى المتوسط  
والطويل ، وبالتالي لن تكون الاسعار في مستوى مرتفع جدا .



الردود التالية وردت من اعضا' مجموعة العمل بعدم الموافقة على العسارة  
الاصلية . برجا' التكرم بابدا' الراى فى شان هذه الردود .

١/١٣ : العارة الاصليه غير صحبة ، لان اى زيادة فى تكلفة التشغيل سوف تنعكس  
مباشرة فى شكل زيادة فى الاسعار .

( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات (برجا' ابدا' اسباب عدم الموافقة ) .

٢/١٣ العارة الاصلية غير صحبة ، لان هذا يتوقف على قدرة الشركات على خفض  
التكاليف .

( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات (برجا' ابدا' اسباب عدم الموافقة ) .

٣/١٣ : العباره الاصلية غير صحبة ، لان الربح هو هدف شركات القطاع الخاص ،  
واى زيادة فى التكاليف سوف تتحول الى زيادة فى الاسعار ، وحتى لو استطاعت  
الشركة خفض التكاليف فانها ستبقى الاسعار على مستواها لتزيد الارباح .

( ) اوافق ( ) لاوافق ( ) لاتعلق .  
- ملاحظات (برجا' ابدا' اسباب عدم الموافقة ) .

٤/١٣ : العبارة الأضلية غير صحيحة ، لأن هذا ممكن على المدى الطويل عندما يزيد عدد الشركات ويظهر أثر المنافسة ، ولكن حتى على المدى المتوسط ستكون الاسعار مرتفعة .

( ) اوافق ( ) لا اوافق ( ) لاتعلق

— ملاحظات (مرجا، ابدا، اسباب عدم الموافقة) .

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s&t/misc\135(naf)\mlb



30 June 1995

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Dr A. Redfern,  
Extra Master, BA, PhD, FRIN, FNI  
Head of Institute

Dear Sir

Thank you for your participation in the first round of my study of privatisation and road freight transport using the Delphi Technique. There was general agreement on fifteen statements in the first round. The other fifteen statements did not have majority opinions, and are used in this second round questionnaire. In this round, the questionnaire includes the original fifteen statements, with the comments received from the panellists in the first round.

May I ask you to reconsider the original statements and the comments attached to each one, and supply me with your opinion in terms of agree, disagree or unable to comment, for these replies.

I would like to emphasise the importance of reading all of the replies, as well as all the questionnaire, before supplying your opinions.

I would be grateful if you could return the completed questionnaire within three days if possible.

**It is most important that you respond, because this is the final round of the survey.**

Please find enclosed a pre-paid, self addressed envelope.

Thanking you in anticipation.

Yours faithfully

*Nabil Abdel-Fattah*



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13 September 1995

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Dr A. Redfern,  
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Head of Institute

Dear Sir

I would like to let you know that I have not yet received the completed questionnaire of the second round of a Delphi survey, which I sent early in July.

However, another copy of the questionnaire, with its covering letter, and pre-paid, self-addressed envelope are attached. I will be grateful if you could return the completed questionnaire as soon as possible.

Thanking you in anticipation.

Yours faithfully

*Nabil Abdel-Fattah*



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**University of Plymouth.**

**Institute of Marine Studies.**

**Centre for Int. Shipping&Transport.**

**Delphi Questionnaire  
Second Round - Hungary**

**June 1995**

(1) The Original Statement.

To maximize profits should be the main objective for road freight management under privatisation.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

1.1 The original statement is not valid, because in the long term the return on the investment is the most important, but I hope privatisation will increase the overall service level of transport too.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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1.2 The original statement is not valid. Although profits will be a high priority, I think in a competitive environment customer services and satisfaction will be the main objectives.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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1.3 The original statement is not valid, because quality of service has the priority.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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1.4 The original statement is not valid, because it is most important is to get new vehicles to replace the old once, and to improve the quality of services.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(2) The Original Statement.

Under privatisation of road haulage, the size of the state sector should be minimized as much as possible.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

2.1 The original statement is not valid, because some large operators are essential in the market.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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2.2 The original statement is not valid, because the state sector should be left to compete with the private sector.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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2.3 The original statement is not valid, because reducing the governmental sector should be the objective instead of minimization.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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2.4 The original statement is not valid, because a part of the state companies should be kept working.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(3) The Original Statement.

By privatising the road freight industry, there will be an opportunity to release more governmental money for spending on transport infrastructure (especially roads).

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

3.1 The original statement is not valid, because in an economy with a growing black market culture, much of the governmental money will be absorbed.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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3.2 The original statement is not valid, because it depends on the tax system and the state Budget situation.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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3.3 The original statement is not valid, because it is only correct in theory.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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3.4 The original statement is not valid, because there is no connection between privatisation and the development of the roads network.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(4) The Original Statement.

Road freight customers will benefit from privatising the industry in terms of lower charges.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

4.1 The original statement is not valid, because current domestic over-capacity has resulted in below replacement cost pricing. This limits the pace at which larger operators can invest and upgrade their fleets.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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4.2 The original statement is not valid, because the prices will not be necessarily lower, but the service level will be higher.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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4.3 The original statement is not valid, because lower prices can be beneficial, but the most important thing is the quality of services and the condition of the vehicles.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(5) The Original Statement.

Negative results might result from excessive competition in the transport sector. Therefore, a form of regulation of the competition should be applied by the government to save the operators' profitability.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

5.1 The original statement is not valid, because price control is counter-active to free competition.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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5.2 The original statement is not valid, because competition should be free.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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5.3 The original statement is not valid. Although negative results may occur in the short term, the long term will lead to the best companies ousting the poor quality companies.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(6) The Original Statement.

Tax on fuel is adequate to cover the social and environment costs resulting from road freight operations.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

6.1 The original statement is not valid. Although tax on fuel should be used, other factors such as vehicle weight and axle numbers should be considered as well.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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6.2 The original statement is not valid, because much more money should be devoted to environment protection.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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6.3 The original statement is not valid, because environmental damages are more considerable.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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6.4 The original statement is not valid, because taxes will not prevent the environmental damage.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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6.5 The original statement is not valid, because tax on fuel must be reduced. This activity should be taxed separately.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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6.6 The original statement is not valid, because tax on fuel is not enough in Hungary, and its use is not appropriate.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(7) The Original Statement.

A good way to achieve privatisation of the road haulage industry is to sell off the companies, in their existing

form, through tenders.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

7.1 The original statement is not valid, because the companies are too large to attract investment. Breakdown to smaller specialised units for sale is preferable.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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7.2 The original statement is not valid, because the solution may be different each firm.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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7.3 The original statement is not valid, because this is not the only solution. Methods should be combined.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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7.4 The original statement is not valid, because the method is good, but not sufficient.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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7.5 The original statement is not valid, because this is not the only solution. The solution will depend on the specific situation.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(8) The Original Statement.

A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, which could be sold through the stock exchange.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

8.1 The original statement is not valid, because the situation in the road haulage market is not clear enough to put shares in the stock exchange.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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8.2 The original statement is not valid, because the market



of shares is not yet stable enough.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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8.3 The original statement is not valid, because there is no one particular method. One must be found for each company separately.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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8.4 The original statement is not valid, because this is one method, but it is not suitable for all companies.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(9) The Original Statement.

A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, using part of these shares to encourage early and voluntary retirement of the employees and use the remaining shares as workers shares.

Respondents gave the following replies disagreeing with the



above statement. Would you please tick the appropriate box for your opinion of the revised statement.

9.1 The original statement is not valid, because the one who retires will not buy these shares. The employees should have the entire company.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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9.2 The original statement is not valid, because a partner with powerful financial background is needed.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(10) The Original Statement.

Increased unemployment is one of the most important problems to face the privatisation of the road freight industry.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

10.1 The original statement is not valid. It is a problem, but it is not related to privatisation.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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10.2 The original statement is not valid. Although redundancies may occur from previous state owned companies, new entries to the market will also create jobs.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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10.3 The original statement is not valid, because it would not be considerable.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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10.4 The original statement is not valid. I think most of those employed in this business can be employed after the privatisation too.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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10.5 The original statement is not valid. Unemployment can not be blamed on privatisation of transport only. It is in connection with the whole economy.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(11) The Original Statement.

The problem of increased unemployment could be overcome by employing revenue from selling state sector road haulage companies to encourage new small road haulage businesses.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

11.1 The original statement is not valid, because past policy results in too many firms consisting of owner-driver operating below cost, forcing profitability, quality and safety to a minimal level.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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11.2 The original statement is not valid, because it is a only a momentary solution. Small firms would go bankrupt in market competition, which would cause more unemployment.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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11.3 The original statement is not valid. It is only a very small part of the unemployment problem.



Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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11.4 The original statement is not valid, because the number of unemployed as a result of the privatisation does not require governmental intervention.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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11.5 The original statement is not valid, because it depends on transport market situation.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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## (12) The Original Statement.

Foreign control over the road freight industry will result if foreign capital is allowed to buy state assets in the road freight industry.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

12.1 The original statement is not valid, because there are



too many foreign enterprises in this sector already.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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12.2 The original statement is not valid, because it will not be a problem under appropriate regulations.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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12.3 The original statement is not valid. It is not necessary to allow predominance by foreigners.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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12.4 The original statement is not valid, because it will not be a problem if buying takes place in smaller parts.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(13) The Original Statement.

To avoid the problem of foreign capital control over the road freight industry, the government should sell the shares of the state road haulage companies to their existing employees with interest free credit.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

13.1 The original statement is not valid, because if you do not allow the foreign capital to come in, the new methods and professional skills would not come either.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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13.2 The original statement is not valid, because the sale should be open to both employees and others.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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13.3 The original statement is not valid, because it could only be applicable in certain cases.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(14) The Original Statement.

A wider base of popular capitalism is an important element to achieve successful privatisation of the road haulage industry, and requires low priced shares.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

14.1 The original statement is not valid, because given current economic environment in Hungary, investing in shares is unpopular as risky.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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14.2 The original statement is not valid, because it is most important that the owners provide the right conditions for success with a view to long term profitable investment.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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(15) The Original Statement.

In the medium and long terms, cost increases, resulting from



private road haulage paying for social and environment costs, will be absorbed by the industry and prices will not be too high.

Respondents gave the following replies disagreeing with the above statement. Would you please tick the appropriate box for your opinion of the revised statement.

15.1 The original statement is not valid, because transporters will shift the additional cost to the clients at once.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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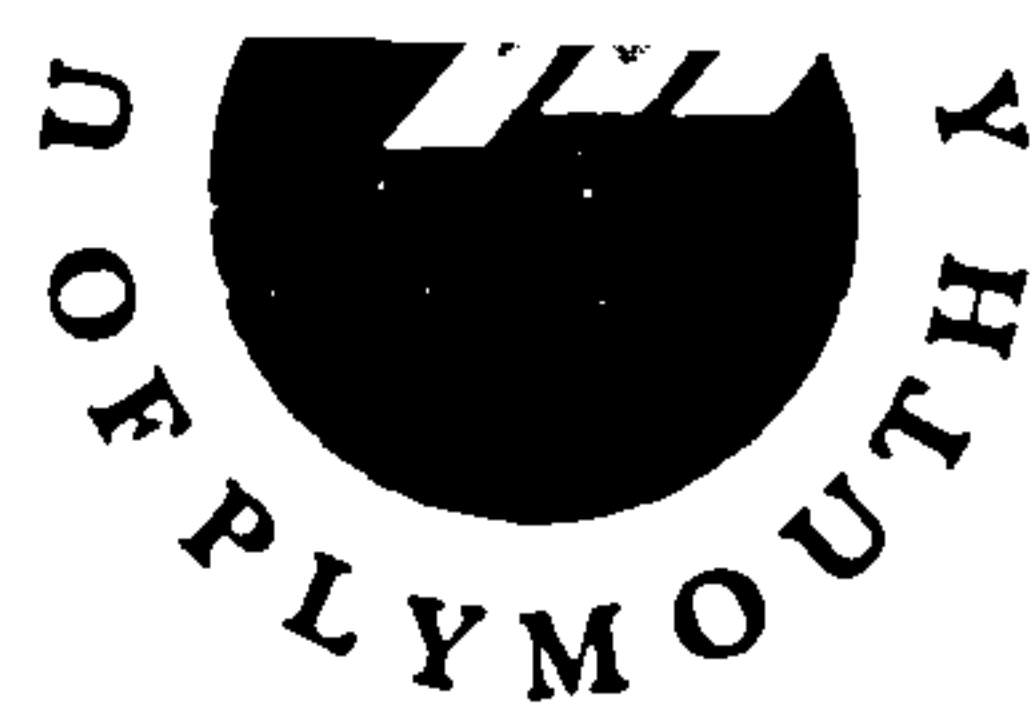
15.2 The original statement is not valid, because the participants in the market will push the increased costs as much as possible.

Agree.       Disagree.       Unable To Comment.

- Please Comment (If you disagree).

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**Tisztelettel**

**Köszönöm válaszát a privánzácioról és közúti áruszállításról szóló tanulmányhoz készített első kérdőívre.**

**Az első fordulóban 15 kérdésnél alakult ki általános egyetértés, míg a fennmaradó 15 kérdés értékelésére egy újabb kérdőív kerül kibocsátásra.**

**A kérdőív tartalmazza az eredetileg feltett 15 kérdést valamint a válaszadói panei által az első körben regisztrált véleményeket, hozzászólásokat. Kérem, olvassa el újra a kérdéseket és a mellékelt véleményeket, gondolja át őket, majd válaszoljon rájuk az EGYETERTEK, NEM ERTEK EGYET vagy a NEM VAGYOK ILETEKES egyikével kiválasztásával.**

**Technikai problémák miatt kérem Önt hogy választ lehetőleg a kézhezvételétől kapott 3 napon belül postázza**

**Nagyon fontosnak tartom, hogy válaszoljon, hiszen a kérdőív egyben a felmérés végét is jelenti egyben.**

**Részvételét előre is köszönöm**

**Tisztelettel**

**NABIL ABDEL FATTAH**



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Dr A. Redfern,  
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Head of Institute

**Tisztelt Uram (Holgyem).**

**Egyetemünk által az ön részére júliusban küldött Delphi-Kérdőívre ezidáig még nem tetszett válaszolni.**

**Kérem tisztelettel egyéni tapasztalatai alapján a mellékelt kérdőívet kitölteni és visszajuttatni hozzánk.**

**Ezzel nagyban nozzajárulna e kutatási területen folytatott munkánkhoz.**

**Együtmuködését előre is köszönöm.**

**Tisztelettel.**

**NABIL ABDEL-FATTAH.**



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University of Plymouth  
Tengerkutatási Intézet  
Hajózási és Szállítmányozási Központ

Delphi-kérdőív

Második sorozat - Magyarország

1995 Június

(1) Az eredeti állítás.

*A közúti fuvarozási ágazat privatizációját követően a cégek vezetésének elsősorban a profit maximalizására kell törekednie.*

**A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.**

1.1 Az eredeti állítás nem érvényes mert, hosszú távon a befektetések visszatérülése a legfontosabb, de remélhetőleg ez a szállítás színvonalát is javítani fogja.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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1.2 Az eredeti nem igaz, mert bár a profit elsődleges, azt hiszem a versenyképes szolgáltatások és a vevők kielégítése a fő cél.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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1.3. Az eredeti állítás nem érvényes, mert a szolgáltatás minőségének van elsőrangú szerepe.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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1.4 Az eredeti állítás nem igaz, mert a legfontosabb, hogy a régi járműveket lecseréljék a szolgáltatás szintjének javítása érdekében.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(2) Az eredeti állítás

*A közúti ágazat privatizációja során az állami szektor minimalizására kell törekedni.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

2.1 Az eredeti állítás nem igaz, mert néhány nagy cég szükséges a piacon.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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2.2 Az eredeti állítás nem igaz, mert az államnak kell versenyeznie a magán szektorral.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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2.3 Az eredeti állítás nem igaz, mert az állami szektort nem csökkenteni, hanem minimalizálni kellene.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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2.4 Az eredeti állítás nem igaz, mert az állami vállalatok egy részét meg kell hagyni.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(3) Az eredeti állítás.

*A közúti fuvarozási ágazat privatizációjával több állami forrás biztosítható a közlekedési (elsősorban a közúti) hálózat fejlesztésére.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

3.1 Az eredeti állítás nem igaz, mert a növekvő feketepiacal rendelkező gazdaság sok állami pénzt nyel el.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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3.2. az eredeti állítás nem igaz, mert ez az adórendszerből és az állami költségvetés helyzetétől függ.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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3.3. Az eredeti állítás nem igaz, mert az csak elméletben valós.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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3.4 Az eredeti állítás nem igaz, mert nincs kapcsolat a privatizáció és az úthálózat fejlesztése között

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !



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(4) Az eredeti állítás.

*Az ügyfelek is nyernek az ágazat privatizációjával az alacsonyabb árak révén.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

4.1 Az eredeti állítás nem igaz, mert a belföldi túlkapacitás azt eredményezi, hogy a gépjárműcsere költségeit nem lehet finanszírozni a bevételekből, ami hátráltatja a nagyobb működtetőket abban, hogy beruházzanak és javítsák a gépjárműparkuk színvonalát.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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4.2 Az eredeti állítás nem igaz, mert az árak nem szükségszerűen alacsonyabbak, de a szolgáltatás színvonala magasabb lesz.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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4.3 Az eredeti állítás nem igaz, mert az alacsonyabb árak hasznosak lehetnek, de a legfontosabb a szolgáltatás színvonala.

Egyetért                       Nem ért egyet                       Nem tud válaszolni



Kérem fejtse ki, ha nem ért egyet !

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(5) Az eredeti állítás.

*Az ágazatban a korlátlan versenynek negatív következményei lehetnek. Ezért szükséges valamilyen szabályzás a kormányzat részéről a piaci szereplők nyereségességének megőrzésére.*

A megkerdezettek a következő, a fenti állítással egyet nem érto válaszokat adtak. Kérem a véleményének megfelelő állítást jelölje meg.

5.1 Az eredeti állítás nem igaz, mert az ár-kontrol ellene van a szabad versenynek.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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5.2 Az eredeti állítás nem igaz, mert szabad versenynek kell lennie.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

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5.3 Az eredeti állítás nem igaz, mert negatív eredmény felléphet rövid távon, a hosszú távú érdek arra kellene hogy vezesse a legjobb vállalatokat, hogy kitűrjék a gyenge minőséget szolgáltató versenytársaikat a piacról.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(6) Az eredeti állítás.

*A cégek tevékenységéből fakadó károk környezeti és társadalmi ellentételezésére elegendő az üzemanyag adója.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

6.1 Az eredeti állítás nem igaz, mert az üzemanyagadót használni kell, de más faktorokat, úgymint a szerelvény súlyát és másokat is figyelembe kell venni.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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6.2 Az eredeti állítás nem igaz, mert sokkal több pénzt kellene áldozni a környezetvédelemre.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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6.3 Az eredeti állítás nem igaz mert jelentősebbek a környezeti károk.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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6.4 Az eredeti állítás nem igaz, mert az adók nem fogják megakadályozni a környezeti károkat.

- Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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6.5 Az eredeti állítás nem igaz, mert az üzemanyagadót csökkenteni kellene, a tevékenységet magát kellene külön adó alá vetni.

- Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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6.6 Az eredeti állítás nem igaz mert az üzemanyagadó nem elég Magyarországon és a felhasználása sem jó.

- Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(7) Az eredeti állítás

*A közúti fuvarozási ágazat privatizációjára megfelelő módszer a társaságok jelenlegi formában történő értékesítése tenderizálás révén.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

7.1 Az eredeti állítás nem igaz, mert a vállalatok túl nagyok ahhoz, hogy vonzzák a befektetést. Kisebb specializált részekre kell osztani őket a kedvezőbb értékesítés céljából.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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7.2 Az eredeti állítás nem igaz, mert cégenként különböző lehet a megoldás.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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7.3 Az eredeti állítás nem igaz mert ez nem az egyetlen megoldás, kombinálni kell a módszereket.

Egyetért                       Nem ért egyet                       Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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7.4 Az eredeti állítás nem igaz, mert a módszer jó, de nem elegendő.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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7.5 Az eredeti állítás nem igaz mert nem ez az egyetlen megoldás. A megoldás mikéntje az adott helyzettől függ.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(8) Az eredeti állítás.

*A közúti fuvarozási ágazat privatizációjára megfelelő módszer a részvénytársasággá alakítás, s a cégek tőzsdei értékesítése.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

8.1 Az állítás nem igaz, mert a szállítmányozó vállalatok piaci helyzete nem elég tiszta ahhoz, hogy tőzsdére vigyék őket.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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8.2 Az eredeti állítás nem igaz, mert a részvényt piac nem elég stabil még.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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8.3 Az eredeti állítás nem igaz, mert nincs speciális eljárás. Minden vállalatnál külön kell megtalálni a megoldást.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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8.4 Az eredeti állítás nem igaz, mert ez is egy módszer csak, de nem alkalmazható minden vállalatnál.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(9) Az eredeti állítás.

*A közúti fuvarozási ágazat privatizációjára megfelelő módszer a részvénytársasággá alakítás; melyet követően a részvények egy részét a kordvezményes nyugdíjaztatást önként vállalók ösztönzésére, maradékot pedig alkalmazotti részvényként használnák fel.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

9.1 Az eredeti állítás nem igaz, mert az aki nyugdíjba megy, nem fogja megvenni ezeket a részvényeket. Az alkalmazottaknak kell birtokolniuk az egész vállalatot.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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9.2 Az eredeti állítás nem igaz, mert jelentős anyagi háttérrel rendelkező partner kell.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(10) Az eredeti állítás.

*A közúti fuvarozási ágazat privatizációja során az egyik legsúlyosabb probléma amivel számolni kell: a növekvő munkanélküliség.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

10.1 Az eredeti állítás nem igaz, mert ez is egy probléma, de nincs kapcsolatban a privatizációval.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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10.2 Az eredeti állítás nem igaz, mert noha főleg létszám-többlet léphet fel az előzőleg állami tulajdonban lévő vállalatoknál, a piacra újonnan belépők is teremtenek munkalehetőséget.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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10.3 Az eredeti állítás nem igaz, mert ez nem lenne jelentős.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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10.4 Az eredeti állítás nem igaz, mert azt gondolom hogy a legtöbb alkalmazottat a privatizáció után is alkalmazni fogják.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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10.5 Az eredeti állítás nem igaz, mert a munkanélküliséget nem lehet egyedül a privatizáció számlájára írni. Az egész gazdasággal kapcsolatban áll.

Egyetért

Nem ért egyet

Nem tud válaszolni



Kérem fejtse ki, ha nem ért egyet !

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(11) Az eredeti állítás.

*A növekvő munkanélküliség problémájára megoldást jelenthet, ha a fuvarozási ágazat eladásából származó bevételt új, kisebb fuvarozási ágazatok támogatására fordítják.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

11.1 Az eredeti állítás nem igaz, mert az előző politika túl sok kisvállalkozót eredményezett melyek alacsony költséggel, erőltetett jövedelmezőséggel dolgoznak.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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11.2 Az eredeti állítás nem igaz, mert ez csak pillanatnyi megoldás. A kis cégek tönkremennének a piaci versenyben, ami nagyobb munkanélküliséget eredményezne.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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11.3 Az eredeti állítás nem igaz, mert ez a munkanélküliség problémájának csak egy része.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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11.4 Az eredeti állítás nem igaz, mert a privatizáció következtében munkanélkülivé váltak helyzete nem igényel kormányzati beavatkozást.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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11.5 Az eredeti állítás nem igaz, mert az a szállítmányozási piaci helyzetétől függ

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(12) Az eredeti állítás.

*:Ha szabad utat engedünk a nemzetközi tőkének az állami cégek felvásárlásához, akkor az ágazat külföldiellenőrzés alá kerül.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

12.1 Az eredeti állítás nem igaz, mert már így is túl sok a külföldi vállalkozás ebben a szektorban.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

12.2 Az eredeti állítás nem igaz, mert ez nem lesz probléma megfelelő szabályozás mellett.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

12.3 Az eredeti állítás nem igaz, mert nem szükséges a külföldi dominancia.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

12.4 Az eredeti állítás nem igaz, mert ez nem lesz baj, ha a felvásárlás kisebb részletekben történik.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !



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### 13. Az eredeti állítás.

*Noha főleges létszámtöbblet léphet fel az előzőleg állami tulajdonban levő vállalatoknál, a piacra újonnan belépők is teremtenek munkalehetőséget.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelelje meg.

13.1 Ha nem engedjük, hogy a külföldi tőke bejöjjön, az új eljárások és a profi vezetés sem jön be az országba.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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13.2 Az értékesítésnek nyitottnak kell lennie mind a munkavállalók, mind az egyéb érdeklődők felé.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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13.3 Az eredeti állítás nem igaz, mert ez csak néhány esetben alkalmazható.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !



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(14) Az eredeti állítás.

*A privatizáció sikeressége érdekében fontos, hogy szélesebb tulajdonosi réteg alakuljon ki, ezért alacsony névértékű részvényekre van szükség.*

A megkérdezettek a következő, a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

14.1 Az eredeti állítás nem igaz, mert a jelenlegi gazdasági környezetben Magyarországon részvényekbe fektetni népszerűtlen és kockázatos.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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14.2 Az eredeti állítás nem igaz, mert legfontosabb, hogy a tulajdonosok biztosítsák a megfelelő feltételeket a sikerhez, hosszútávú hasznos befektetések távlatában is.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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(15) Az eredeti állítás.

*Közép és hosszútávon a költségnövekedést, amely a károk ellentételezéséből és csökkentéséből adódik, a fuvarozók nem hárítják át az ügyfelekre, így az árak nem lesznek túl magasak.*

A megkérdezettek a következő a fenti állítással egyet nem értő válaszokat adták. Kérem a véleményének megfelelő állítást jelölje meg.

15.1 Az eredeti állítás nem igaz, mert a fuvarozók azonnal áthárítják a költségeket az ügyfelekre.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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15.2 Az eredeti állítás nem igaz, mert a piac résztvevői addig hárítják át a költségeket ameddig lehet.

Egyetért

Nem ért egyet

Nem tud válaszolni

Kérem fejtse ki, ha nem ért egyet !

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## **APPENDIX (F).**

### **DELPHI TECHNIQUE.**

#### **ANALYSIS OF THE SECOND ROUND.**

Table (1): Analysis of the Replies .. Egypt.

Table (2): Analysis of the Replies .. Hungary.

Table (3): Average Percent of Majority Opinion.

Table (4): Analysis of Opinion Expressed .. Egypt.

Table (5): Analysis of Opinion Expressed .. Hungary.

**Table 1: Delphi Technique, Second Round.  
Analysis of the Replies .. Egypt.**

	Agree		Disagree		Unable To Comment	
	No.	%	No.	%	No.	%
1.1	3	13.0	13	56.5	7	30.5
1.2	5	21.7	11	47.8	7	30.5
1.3	16	69.5	6	26.1	1	4.4
2.1	9	39.1	4	17.4	10	43.5
2.2	9	39.1	5	21.8	9	39.1
2.3	5	21.8	6	26.1	12	52.1
2.4	8	34.8	2	8.7	13	56.5
2.5	16	69.5	0	0	7	30.5
3.1	9	39.0	7	30.5	7	30.5
3.2	11	47.8	6	26.1	6	26.1
3.3	9	39.1	5	21.8	9	39.1
3.4	13	56.5	8	34.8	2	8.7
4.1	11	47.8	6	26.1	6	26.1
4.2	8	34.8	7	30.4	8	34.8
4.3	11	47.8	4	17.4	8	34.8
4.4	10	43.5	7	30.4	6	26.1
5.1	10	43.5	7	30.4	6	26.1
5.2	11	47.8	4	17.4	8	34.8
5.3	4	17.4	6	26.1	13	56.5
5.4	13	56.5	3	13.0	7	30.5
5.5	6	26.1	7	30.4	10	43.5
5.6	7	30.4	4	17.4	12	52.2
6.1	14	60.8	1	4.4	8	34.8
6.2	18	78.3	2	8.7	3	13.0
6.3	14	60.8	4	17.4	5	21.8

*Continued...*



**Table 1: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of the Replies .. Egypt.**

	Agree		Disagree		Unable To Comment	
	No.	%	No.	%	No.	%
7.1	17	74.0	3	13.0	3	13.0
7.2	16	69.6	4	17.4	3	13.0
7.3	8	34.8	6	26.1	9	39.1
7.4	9	39.1	5	21.8	9	39.1
8.1	8	34.8	6	26.1	9	39.1
8.2	12	52.2	2	8.7	9	39.1
8.3	8	34.8	4	17.4	11	47.8
8.4	6	26.1	6	26.1	11	47.8
9.1	15	65.2	4	17.4	4	17.4
9.2	12	52.2	2	8.7	9	39.1
9.3	7	30.4	5	21.8	11	47.8
9.4	12	52.2	3	13.0	8	34.8
10.1	20	86.9	2	8.7	1	4.4
10.2	13	56.5	0	0	10	43.5
10.3	11	47.8	4	17.4	8	34.8
10.4	9	39.1	1	4.4	13	56.5
11.1	11	47.8	4	17.4	8	34.8
11.2	10	43.5	4	17.4	9	39.1
11.3	12	52.2	1	4.4	10	43.4
11.4	8	34.8	5	21.8	10	43.4
12.1	10	43.4	6	26.1	7	30.5
12.2	13	56.5	2	8.7	8	34.8
12.3	13	56.5	3	13.0	7	30.5
12.4	10	43.4	6	26.1	7	30.5

*Continued...*

**Table 1: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of the Replies .. Egypt.**

	Agree		Disagree		Unable To Comment	
	No.	%	No.	%	No.	%
13.1	13	56.5	3	13.0	7	30.5
13.2	8	34.8	4	17.4	11	47.8
13.3	11	47.8	6	26.1	6	26.1
13.4	12	52.2	3	13.0	6	34.8

**Table 2: Delphi Technique, Second Round.**  
**Analysis of the Replies .. Hungary.**

	Agree		Disagree		Unable To Comment	
	No.	%	No.	%	No.	%
1.1	5	50.0	3	30.0	2	20.0
1.2	5	50.0	5	50.0	0	0
1.3	2	20.0	5	50.0	3	30.0
1.4	1	10.0	5	50.0	4	40.0
2.1	2	20.0	5	50.0	3	30.0
2.2	2	20.0	4	40.0	4	40.0
2.3	6	60.0	2	20.0	2	20.0
2.4	5	50.0	4	40.0	1	10.0
3.1	3	30.0	3	30.0	4	40.0
3.2	7	70.0	1	10.0	2	20.0
3.3	4	40.0	2	20.0	4	40.0
3.4	7	70.0	2	20.0	1	10.0

*Continued...*

**Table 2: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of the Replies .. Hungary.**

	Agree		Disagree		Unable To Comment	
	No.	%	No.	%	No.	%
4.1	5	50.0	0	0	5	50.0
4.2	7	70.0	1	10.0	2	20.0
4.3	5	50.0	4	40.0	1	10.0
5.1	4	40.0	2	20.0	4	40.0
5.2	5	50.0	2	20.0	3	30.0
5.3	8	80.0	2	20.0	0	0
6.1	7	70.0	1	10.0	2	20.0
6.2	7	70.0	0	0	3	30.0
6.3	7	70.0	0	0	3	30.0
6.4	5	50.0	1	10.0	4	40.0
6.5	4	40.0	3	30.0	3	30.0
6.6	1	10.0	2	20.0	7	70.0
7.1	6	60.0	1	10.0	3	30.0
7.2	6	60.0	0	0	4	40.0
7.3	8	80.0	0	0	2	20.0
7.4	4	40.0	3	30.0	3	30.0
7.5	7	70.0	0	0	3	30.0
8.1	4	40.0	1	10.0	5	50.0
8.2	5	50.0	2	20.0	3	30.0
8.3	9	90.0	0	0	1	10.0
8.4	7	70.0	0	0	3	30.0
9.1	2	20.0	5	50.0	3	30.0
9.2	6	60.0	3	30.0	1	10.0
10.1	4	40.0	3	30.0	3	30.0

*Continued...*

**Table 2: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of the Replies .. Hungary.**

	Agree		Disagree		Unable To Comment	
	No.	%	No.	%	No.	%
10.2	5	50.0	2	20.0	3	30.0
10.3	1	10.0	1	10.0	8	80.0
10.4	4	40.0	3	30.0	3	30.0
10.5	8	80.0	1	10.0	1	10.0
11.1	6	60.0	0	0	4	40.0
11.2	6	60.0	3	30.0	1	10.0
11.3	6	60.0	0	0	4	40.0
11.4	2	20.0	3	30.0	5	50.0
11.5	6	60.0	1	10.0	3	30.0
12.1	3	30.0	4	40.0	3	30.0
12.2	8	80.0	1	10.0	1	10.0
12.3	6	60.0	2	20.0	3	30.0
12.4	5	50.0	1	10.0	4	40.0
13.1	5	50.0	2	20.0	3	30.0
13.2	10	100	0	0	0	0
13.3	7	70.0	0	0	3	30.0
14.1	7	70.0	0	0	3	30.0
14.2	7	70.0	2	20.0	1	10.0
15.1	3	30.0	4	40.0	3	30.0
15.2	8	80.0	2	20.0	0	0



**Table 3: Delphi Technique, Second Round.  
Average Percent of Majority Opinion.**

	Egypt	Hungary
Majority Agreements.	535	268
Majority Disagreements.	43	37
Total Opinion Expressed.	803	404
Average Percent of Majority Opinion.	72 %	75.5 %

(\*) Average Percent of Majority Opinion =  

$$\frac{\text{Majority Agreements} + \text{Majority Disagreements}}{\text{Total Opinion Expressed}} \times 100.$$

**Table 4: Delphi Technique, Second Round.  
Analysis of Opinion Expressed .. Egypt.**

	Agree		Disagree		Respondents Expressing Opinion
	No.	%	No.	%	
1.1	3	18.8	13*	81.2	16
1.2	5	31.2	11*	68.8	16
1.3	16*	72.7	6	27.3	22
2.1	9*	69.2	4	30.8	13
2.2	9*	64.2	5	35.8	14
2.3	5	45.4	6*	54.6	11
2.4	8*	80.0	2	20.0	10
2.5	16*	100	-	0.0	16
3.1	9*	56.2	7	43.8	16
3.2	11*	64.7	6	35.3	17
3.3	9*	64.3	5	35.7	14
3.4	13*	61.9	8	38.1	21

(\*) Majority Opinion.

*Continued...*

**Table 4: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of Opinion Expressed .. Egypt.**

	Agree		Disagree		Respondents Expressing Opinion
	No.	%	No.	%	
4.1	11*	64.7	6	35.3	17
4.2	8*	53.3	7	46.7	15
4.3	11*	73.3	4	26.7	15
4.4	10*	58.8	7	41.2	17
5.1	10*	58.8	7	41.2	17
5.2	11*	73.3	4	26.7	15
5.3	4	40.0	6*	60.0	10
5.4	13*	81.2	3	18.8	16
5.5	6	46.1	7*	53.9	13
5.6	7*	63.6	4	36.4	11
6.1	14*	93.3	1	6.7	15
6.2	18*	90.0	2	10.0	20
6.3	14*	77.8	4	22.2	18
7.1	17*	85.0	3	15.0	20
7.2	16*	80.0	4	20.0	20
7.3	8*	57.1	6	42.9	14
7.4	9*	64.3	5	35.7	14
8.1	8*	57.1	6	42.9	14
8.2	12*	85.7	2	14.3	14
8.3	8*	66.7	4	33.3	12
8.4	6	50.0	6	50.0	12
9.1	15*	78.9	4	21.1	19
9.2	12*	85.7	2	14.3	14

(\*) Majority Opinion.

*Continued...*

**Table 4: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of Opinion Expressed .. Egypt.**

	Agree		Disagree		Respondents Expressing Opinion
	No.	%	No.	%	
9.3	7*	58.3	5	41.7	12
9.4	12*	80.0	3	20.0	15
10.1	20*	90.9	2	9.1	22
10.2	13*	100	0	0.0	13
10.3	11*	73.3	4	26.7	15
10.4	9*	90.0	1	100	10
11.1	11*	73.3	4	26.7	15
11.2	10*	71.4	4	28.6	14
11.3	12*	92.3	1	7.7	13
11.4	8*	61.5	5	38.5	13
12.1	10*	62.5	6	37.5	16
12.2	13*	86.7	2	13.3	15
12.3	13*	81.2	3	18.8	16
12.4	10*	62.5	6	37.5	16
13.1	13*	81.2	3	18.8	16
13.2	8*	66.7	4	33.3	12
13.3	11*	64.7	6	35.3	17
13.4	12*	80.0	3	20.0	15
<b>TOTAL</b>	<b>535</b>	<b>---</b>	<b>43</b>	<b>---</b>	<b>803</b>

(\*) Majority Opinion.

**Table 5: Delphi Technique, Second Round.  
Analysis of Opinion Expressed .. Hungary.**

	Agree		Disagree		Respondents Expressing Opinion
	No.	%	No.	%	
1.1	5*	62.5	3	37.5	8
1.2	5	50.0	5	50.0	10
1.3	2	28.5	5*	71.5	7
1.4	1	16.7	5*	83.3	6
2.1	2	28.5	5*	71.5	7
2.2	2	33.3	4*	66.7	6
2.3	6*	75.0	2	25.0	8
2.4	5*	55.6	4	44.4	9
3.1	3	50.0	3	50.0	6
3.2	7*	87.5	1	12.5	8
3.3	4*	66.7	2	33.3	6
3.4	7*	77.8	2	22.2	9
4.1	5*	100	0	0	5
4.2	7*	87.5	1	12.5	8
4.3	5*	55.6	4	44.4	9
5.1	4*	80.0	2	20.0	6
5.2	5*	71.5	2	28.5	7
5.3	8*	80.0	2	20.0	10
6.1	7*	87.5	1	12.5	8
6.2	7*	100	0	0	7
6.3	7*	100	0	0	7
6.4	5*	83.3	1	16.7	6
6.5	4*	57.1	3	42.9	7

(\*) Majority Opinion.

*Continued...*



**Table 5: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of Opinion Expressed .. Hungary.**

	Agree		Disagree		Respondents Expressing Opinion
	No.	%	No.	%	
6.6	1	33.3	2*	66.7	3
7.1	6*	85.7	1	14.3	7
7.2	6*	100	0	0	6
7.3	8*	100	0	0	8
7.4	4*	57.1	3	42.9	7
7.5	7*	100	0	0	7
8.1	4*	80.0	1	20.0	5
8.2	5*	71.4	2	28.6	7
8.3	9*	100	0	0	9
8.4	7*	100	0	0	7
9.1	2	28.6	5*	71.4	7
9.2	6*	66.7	3	33.3	9
10.1	4*	57.1	3	42.9	7
10.2	5*	71.4	2	28.6	7
10.3	1	50.0	1	50.0	2
10.4	4*	57.1	3	42.9	7
10.5	8*	88.9	1	11.1	9
11.1	6*	100	0	0	6
11.2	6*	66.7	3	33.3	9
11.3	6*	100	0	0	6
11.4	2	40.0	3*	60.0	5
11.5	6*	85.7	1	14.3	7
12.1	3	42.9	4*	57.1	7

(\*) Majority Opinion.

*Continued...*

**Table 5: continued.**  
**Delphi Technique, Second Round.**  
**Analysis of Opinion Expressed .. Hungary.**

	Agree		Disagree		Respondents Expressing Opinion
	No.	%	No.	%	
12.2	8*	88.9	1	11.1	9
12.3	6*	75.0	2	25.0	8
12.4	5*	83.3	1	16.7	6
13.1	5*	71.4	2	28.6	7
13.2	10*	100	0	0	10
13.3	7*	100	0	0	7
14.1	7*	100	0	0	7
14.2	7*	77.8	2	22.2	9
15.1	3	42.9	4*	57.1	7
15.2	8*	80.0	2	20.0	10
TOTAL	268	---	37	---	404

(\*) Majority Opinion.

**APPENDIX (G).**

**DELPHI TECHNIQUE.**

**RESULTS OF THE SECOND ROUND SURVEY.**

Table (1): Results of the Second Round .. Egypt.

Table (2): Results of the Second Round .. Hungary.

**Table 1: Delphi Technique.**  
**Results of the Second Round .. Egypt.**

No.	Sub-Statements	Consensus Achieved
1.1	The original statement is not valid, because it is not the case for cooperatives.	Yes 81.2% Disagree
1.2	The original statement is not valid, because to improve the quality of services should be the main objective.	No 31.2% Agree 68.8% Disagree
1.3	The original statement is not valid, because the main target for the management should be to improve the services and reduce the cost, then maximising profits could be achieved.	Yes 72.0% Agree
2.1	The original statement is not valid, because the government does not subsidise state sector road freight companies.	No 69.2% Agree 30.8% Disagree
2.2	The original statement is not valid, because there is no relation between privatisation and an increase in public spending on roads.	No 64.2% Agree 35.8% Disagree
2.3	The original statement is not valid, because license revenue in Egypt is more than the actual spend on road improvement and maintenance.	No 45.4% Agree 54.6% Disagree
2.4	The original statement is not valid, because no one can be sure about that.	Yes 80.0% Agree
2.5	The original statement is not valid, because it depends on the government's approach to public spending.	Yes 100% Agree
3.1	The original statement is not valid, because it is not the government's role to ensure the operators' profitability, its role is to ensure the balance between the demand and supply in the market.	No 56.2% Agree 43.8% Disagree
3.2	The original statement is not valid, because it is necessary to protect both the operators and the customers.	No 64.7% Agree 35.3% Disagree

*Continued...*



**Table 1: continued.****Delphi Technique: Results of the Second Round, Egypt.**

No.	Sub-Statements	Consensus Achieved
3.3	The original statement is not valid, because the government should ensure the balance between the operators' and customers' benefits.	No 64.3% Agree 35.7% Disagree
3.4	The original statement is not valid, because the role of the government in regulating the competition is critical in the early stage of privatisation, but later the government should leave that role to the market mechanism.	No 61.9% Agree 38.1% Disagree
4.1	The original statement is not valid, because it will result in price increases.	No 64.7% Agree 35.3% Disagree
4.2	The original statement is not valid before finding a suitable and adequate method to calculate these costs.	No 53.3% Agree 46.7% Disagree
4.3	The original statement is not valid, because as a principal it is acceptable, but the application should be gradually.	Yes 73.3% Agree
4.4	The original statement is not valid, because all the operators should pay for the externalities, whether private or state sector.	No 58.8% Agree 41.2% Disagree
5.1	The original statement is not valid, because tax on fuel in Egypt has other objectives, for example to improve roads. It is not to cover the social and environment costs.	No 58.8% Agree 41.2% Disagree
5.2	The original statement is not valid, because some research is needed to determine the cost of damage to the environment caused by lorries. External taxes might be needed.	Yes 73.3% Agree
5.3	The original statement is not valid, because tax on fuel is not the best way to charge the cost of damage to the environment resulting from freight operations, there is, for example tax on tyre.	No 40.0% Agree 60.0% Disagree

*Continued...*

**Table 1: continued.**  
**Delphi Technique: Results of the Second Round, Egypt.**

No.	Sub-Statements	Consensus Achieved
5.4	The original statement is not valid, because it depends on the amount of this tax and whether it covers the cost or not.	Yes 81.2% Agree
5.5	The original statement is not valid, because tax on fuel covers all motor vehicles, there is a need for a separate tax on lorries.	No 46.1% Agree 53.9% Disagree
5.6	The original statement is not valid, because tax on fuel is not enough to cover the social and environmental costs of goods vehicle because their externalities are more than just air pollution.	No 63.6% Agree 36.4% Disagree
6.1	The original statement is not valid, because it is not always the ideal solution. It depends on the financial and technical situation of the company.	Yes 93.3% Agree
6.2	The original statement is not valid. Although it could be a good way to privatise the industry, it first requires financial restructuring for the companies.	Yes 90.0% Agree
6.3	The original statement is not valid, because in the current situation of the state sector companies, where there is too much employment, heavy debt, and old fleets, it is not easy to find a buyer.	Yes 77.8% Agree
7.1	The original statement is not valid. Although it could be a way to privatise the industry, it is not the best way.	Yes 85.0% Agree
7.2	The original statement is not valid, because there should be a solution to all the companies' debt problems first. Only then, the assets should be transferred.	Yes 80.0% Agree
7.3	The original statement is not valid, because to put shares in the exchange stock is better, where it will give a good evaluation of the companies' value from the standpoint of the national economy.	No 57.1% Agree 42.9% Disagree

*Continued...*



**Table 1: continued.****Delphi Technique: Results of the Second Round, Egypt.**

No.	Sub-Statements	Consensus Achieved
7.4	The original statement is not valid, because in the current situation of the state sector companies, where there is too much employment, heavy debt, and old fleet, it is unjust for the employees.	No 64.3% Agree 35.7% Disagree
8.1	The original statement is not valid, because the revenue will be used to pay the companies' debt.	No 57.1% Agree 42.9% Disagree
8.2	The original statement is not valid, because it does not have to be a small road haulage businesses.	Yes 85.7% Agree
8.3	The original statement is not valid, because only a part of the revenue should be used, not all of it.	No 66.7% Agree 33.3% Disagree
8.4	The original statement is not valid, because the cooperatives cover the market need, if there is any shortage in the supply, they will cover it, so there is no place for any new business in the road freight market.	No 50.0% Agree 50.0% Disagree
9.1	The original statement is not valid, because there is no shortage of local savings and capital.	Yes 78.9% Agree
9.2	The original statement is not valid, because companies' debts and unavailability of data about these companies are the most important problems	Yes 85.7% Agree
9.3	The original statement is not valid, because the demand for such services plays the critical role.	No 58.3% Agree 41.7% Disagree
9.4	The original statement is not valid, because total local savings in banks is more than the estimated value of these companies, but people trust banks saving more than investment in companies' shares.	Yes 80.0% Agree

*Continued...*

**Table 1: continued.**  
**Delphi Technique: Results of the Second Round, Egypt.**

No.	Sub-Statements	Consensus Achieved
10.1	The original statement is not valid, because there is no shortage of local savings and capital.	Yes 90.9% Agree
10.2	The original statement is not valid, because the investment law, passed in 1989, already allows foreign capital to invest in Egypt.	Yes 100% Agree
10.3	The original statement is not valid, because road freight sector is a strategic sector, so the foreign capital shares in the company should be less than 50 per cent to avoid foreign capital control.	Yes 73.3% Agree
10.4	The original statement is not valid, because it could be better if it comes in the form of joint venture companies.	Yes 90.0% Agree
11.1	The original statement is not valid, because the investment law already determines this percentage.	Yes 73.3% Agree
11.2	The original statement is not valid, because it could be where there is a threat of foreign control.	No 71.4% Agree 28.6% Disagree
11.3	The original statement is not valid, because the ownership should be free to anyone. There is a law and regulations to avoid foreign control over the national economy, not only the road freight industry.	Yes 92.3% Agree
11.4	The original statement is not valid, because it is a theoretical assumption. All the companies are loss maker, non of the foreign investors will take the risk of buying a loss-making company.	No 61.5% Agree 38.5% Disagree
12.1	The original statement is not valid, because there is no subsidy now for the road freight industry.	No 62.5% Agree 37.5% Disagree

*Continued...*



**Table 1: continued.**

**Delphi Technique: Results of the Second Round, Egypt.**

No.	Sub-Statements	Consensus Achieved
12.2	The original statement is not valid, because the subsidies have negative results on the performance.	Yes 86.7% Agree
12.3	The original statement is not valid, because there should be subsidies only in the case of passenger transport, to support some social categories and/or achieve some target, for example provide services to remote areas.	Yes 81.2% Agree
12.4	The original statement is not valid, because with application of market economy and privatisation, subsidy should be withdrawn totally, except in passenger transport, and where should be in the form of social allowances.	No 62.5% Agree 37.5% Disagree
13.1	The original statement is not valid, because any increase in the operational costs will result directly in price increase.	Yes 81.2% Agree
13.2	The original statement is not valid, because it depends on the capability of the companies to reduce costs.	No 66.7% Agree 33.3% Disagree
13.3	The original statement is not valid, because profit is the motivation of private sector, any increase in costs will be transferred to price, and even if the company could make cost reductions, it will benefit in terms of increased profits, not reduced prices.	No 64.7% Agree 35.3% Disagree
13.4	The original statement is not valid. Although it could be on the long term, when the number of firms is increased and competition works at its best, but even in the medium term the prices will be too high.	Yes 80.0% Agree

**Table 2: Delphi Technique.  
Results of the Second Round .. Hungary.**

No.	Sub-Statements	Consensus Achieved
1.1	The original statement is not valid, because in the long term the return on the investment is the most important, but I hope privatisation will increase the overall service level of transport too.	No 62.5% Agree 37.5% Disagree
1.2	The original statement is not valid. Although profits will be a high priority, I think in a competitive environment customer services and satisfaction will be the main objectives.	No 50.0% Agree 50.0% Disagree
1.3	The original statement is not valid, because quality of services has the priority.	No 28.5% Agree 71.5% Disagree
1.4	The original statement is not valid, because it is most important is to get new vehicles to replace the old once, and to improve the quality of services.	Yes 83.3% Disagree
2.1	The original statement is not valid, because some large operators are essential in the market.	No 28.5% Agree 71.5% Disagree
2.2	The original statement is not valid, because the state sector should be left to compete with the private sector.	No 33.3% Agree 66.7% Disagree
2.3	The original statement is not valid, because reducing the governmental sector should be the objective instead of minimization.	No 75.0% Agree 25.0% Disagree
2.4	The original statement is not valid, because a part of the state companies should be kept working.	No 55.6% Agree 44.4% Disagree
3.1	The original statement is not valid, because in an economy with a growing black market culture, much of the governmental money will be absorbed.	No 50.0% Agree 50.0% Disagree

*Continued...*



**Table 2: continued.****Delphi Technique: Results of the Second Round, Hungary.**

No.	Sub-Statements	Consensus Achieved
3.2	The original statement is not valid, because it depends on the tax system and the state Budget situation.	Yes 87.5% Agree
3.3	The original statement is not valid, because it is only correct in theory.	No 66.7% Agree 33.3% Disagree
3.4	The original statement is not valid, because there is no connection between privatisation and the development of the roads network.	Yes 77.8% Agree
4.1	The original statement is not valid, because current domestic over-capacity has resulted in below replacement cost pricing. This limits the pace at which larger operators can invest and upgrade their fleets.	Yes 100% Agree
4.2	The original statement is not valid, because the prices will not be necessarily lower, but the services level will be higher.	Yes 87.5% Agree
4.3	The original statement is not valid, because lower prices can be beneficial, but the most important thing is the quality of services and the condition of the vehicles.	No 55.6% Agree 44.4% Disagree
5.1	The original statement is not valid, because price control is counter-active to free competition.	Yes 80.0% Agree
5.2	The original statement is not valid, because competition should be free.	No 71.5% Agree 28.5% Disagree
5.3	The original statement is not valid. Although negative results may occur in the short term, the long term will lead to the best companies ousting the poor quality companies.	Yes 80.0% Agree

*Continued...*

**Table 2: continued.****Delphi Technique: Results of the Second Round, Hungary.**

No.	Sub-Statements	Consensus Achieved
6.1	The original statement is not valid. Although tax on fuel should be used, other factors such as vehicle weight and axle number should be considered too.	Yes 87.5% Agree
6.2	The original statement is not valid, because much more money should be devoted to environment protection.	Yes 100% Agree
6.3	The original statement is not valid, because environmental damage are more considerable.	Yes 100% Agree
6.4	The original statement is not valid, because taxes will not prevent the environmental damage.	Yes 83.3% Agree
6.5	The original statement is not valid, because tax on fuel must be reduced. This activity should be taxed separately.	No 57.1% Agree 42.9% Disagree
6.6	The original statement is not valid, because tax on fuel is not enough in Hungary, and its use is not appropriate.	No 33.3% Agree 66.7% Disagree
7.1	The original statement is not valid, because the companies are too large to attract investment. Breakdown to smaller specialised units for sale is preferable.	Yes 85.7% Agree
7.2	The original statement is not valid, because the solution may be different each firm.	Yes 100% Agree
7.3	The original statement is not valid, because this is not the only solution. Methods should be combined.	Yes 100% Agree
7.4	The original statement is not valid, because the method is good, but not sufficient.	No 57.1% Agree 42.9% Disagree
7.5	The original statement is not valid, because this is not the only solution. The solution will depend on the specific situation.	Yes 100% Agree

*Continued...*



**Table 2: continued.****Delphi Technique: Results of the Second Round, Hungary.**

No.	Sub-Statements	Consensus Achieved
8.1	The original statement is not valid, because the situation in the road haulage market is not clear enough to put shares in the stock exchange.	Yes 80.0% Agree
8.2	The original statement is not valid, because the market of shares is not yet stable enough.	No 71.4% Agree 28.6% Disagree
8.3	The original statement is not valid, because there is no one particular method. One must be found for each company separately.	Yes 100% Agree
8.4	The original statement is not valid, because this is one method, but it is not suitable for all companies.	Yes 100% Agree
9.1	The original statement is not valid, because the one who retires will not buy these shares. The employees should have the entire company.	No 66.7% Agree 33.3% Disagree
9.2	The original statement is not valid, because a partner with powerful financial background is needed.	No 66.7% Agree 33.3% Disagree
10.1	The original statement is not valid. It is a problem, but it is not related to privatisation.	No 57.1% Agree 42.9% Disagree
10.2	The original statement is not valid. Although redundancies may occur from previous state owned companies, new entries to the market will also create jobs	No 71.4% Agree 28.6% Disagree
10.3	The original statement is not valid, because it would not be considerable.	No 50.0% Agree 50.0% Disagree
10.4	The original statement is not valid. I think most of those employed in this business can be employed after the privatisation too.	No 57.1% Agree 42.9% Disagree

**Continued...**

**Table 2: continued.****Delphi Technique: Results of the Second Round, Hungary.**

No.	Sub-Statements	Consensus Achieved
10.5	The original statement is not valid. Unemployment can not be blamed on privatisation of transport only. It is in connection with the whole economy.	Yes 88.9% Agree
11.1	The original statement is not valid, because past policy results in too many firms consisting of owner-driver operating below cost, forcing profitability, quality and safety to a minimal level.	Yes 100% Agree
11.2	The original statement is not valid, because it is only a momentary solution. Small firms would go bankrupt in market competition, which would cause more unemployment.	No 66.7% Agree 33.3% Disagree
11.3	The original statement is not valid. It is only a very small part of the unemployment problem.	Yes 100% Agree
11.4	The original statement is not valid, because the number of unemployed as a result of the privatisation does not require governmental intervention.	No 40.0% Agree 60.0% Disagree
11.5	The original statement is not valid, because it depends on transport market situation.	Yes 85.7% Agree
12.1	The original statement is not valid, because there are too many foreign enterprises in this sector already.	No 42.9% Agree 57.1% Disagree
12.2	The original statement is not valid, because it will not be a problem under appropriate regulations.	Yes 88.9% Agree
12.3	The original statement is not valid. It is not necessary to allow predominance by foreigners.	No 75.0% Agree 25.0% Disagree
12.4	The original statement is not valid, because it will not be a problem if buying takes place in smaller part.	Yes 80.0% Agree

*Continued...*

**Table 2: continued.****Delphi Technique: Results of the Second Round, Hungary.**

No.	Sub-Statements	Consensus Achieved
13.1	The original statement is not valid, because if you do not allow the foreign capital to come in, the new methods and professional skills would not come either.	No 71.4% Agree 28.6% Disagree
13.2	The original statement is not valid, because the sale should be open to both employees and others.	Yes 100% Agree
13.3	The original statement is not valid, because it could only be applicable in certain cases.	Yes 100% Agree
14.1	The original statement is not valid, because given current economic environment in Hungary, investing in shares is unpopular as risky.	Yes 100% Agree
14.2	The original statement is not valid, because it is most important that the owners provide the right conditions for success with a view to long term profitable investment.	Yes 77.8% Agree
15.1	The original statement is not valid, because transporters will shift the additional cost to the clients at once.	No 42.9% Agree 57.1% Disagree
15.2	The original statement is not valid, because the participants in the market will push the increased costs as much as possible.	Yes 80.0% Agree



## APPENDIX (H).

# PRIVATISATION OF THE ROAD FREIGHT INDUSTRY IN EGYPT AND HUNGARY RESULTS OF A DELPHI SURVEY

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**Abstract:** Egypt is currently going through an economic transition towards a more market orientated economy. As part of this process, road freight transport is undergoing a process of privatisation and deregulation. This paper compares the attitudes towards the privatisation of the road freight sector of a panel of experts in Egypt to those of a panel of experts in Hungary using the Delphi technique.

"This paper is produced and circulated privately and does not constitute publication. It may be subject to revision before publication".



## **1. INTRODUCTION.**

Egypt, along with many other countries in the world, is currently going through an economic transition from state control to a more market orientated economy. As part of this process, road freight transport is undergoing a process of privatisation and deregulation. It is important that the transition is made as smoothly as possible and that the best method of transition is chosen. There are many possible approaches which can be adopted, depending somewhat on the desired outcome of the process and economic philosophy the country is seeking to adopt. Many countries have already gone through the processes of road freight privatisation and deregulation; some much more recently than others. It is important that the lessons learned from those countries are not forgotten or ignored in the designing of Egypt's privatisation process. A problem during the transition phase is overcoming the fears and uncertainties of those involved in, and responsible for, the industry.

This paper compares the attitudes towards the privatisation of the road freight sector of a panel of experts in Egypt to those of a panel of experts in a country which has recently gone through the process, namely Hungary. Using the Delphi technique, comparisons are made in terms of the panels attitudes to:

- (1) The best method of achieving privatisation.
- (2) The role of management under privatisation.
- (3) The impact of privatisation on road freight performance.
- (4) How to deal with the external costs of freight transport.
- (5) Problems facing road freight privatisation.

In this research, the Delphi technique has been chosen for two reasons. First it is an appropriate method to collect opinions and judgements, with the ability to obtain consensus among panel members. Second, it is advantageous in terms of cost and time.

## **2. THE ROAD FREIGHT INDUSTRY IN EGYPT.**

Before 1962, all the Egyptian road freight services were run by the private sector. In 1962 the first step to nationalise the transport sector was taken, and in 1963 nationalisation was extended to cover all the firms working in the transport sector. In April 1964, firms which had less than five vehicles were excluded from nationalisation. Four companies were established under the road haulage public sector. At this date, the idea of collecting the operators who were excluded from nationalisation in an association, under the cooperative sector, emerged (one association in each governorate). The first six associations were established in 1964. Now there are 25 associations running their own services. The number of operators required to establish an association is a minimum of 11 operators, irrespective of the number of vehicles owned by each. The association obtain the contracts, then distributes the work between the members, according to the capacity of their fleets. They also collect the revenue; 5% reserved to cover administration costs, the rest (95%) is passed over to the operators. The association provides many facilities for the members, such as buying tyres, batteries and spare parts with interest free credit.

In 1991, as part of the process of privatisation, holding companies were established to take over the state sector companies. The Holding Company for Inland and River Transport took over the public sector transport companies. In 1993, three road haulage companies moved to the Holding Company for Maritime Transport.



The Egyptian road haulage industry could be classified in the following way:

- \* Hire and reward.
  - \* State Sector, it includes five subsidiary companies under two holding companies.
  - \* Cooperation Sector, includes 25 associations, one in each governorate.
  - \* Private Sector, it could be divided into:
    - \* Three companies established under the law (43) in 1974.
    - \* Some individual operators who do not join the road haulage associations.
- \* Own Account Operators.
  - \* State Sector, this category covers Businesses Sector Companies (production and construction Companies) and the government ministries.
  - \* Private Sector, this includes private industrial firms with their own fleets.

In 1992 total goods lifted by all modes amounted 49.1 million tonnes, 73.1% of that amount carried by road. The cooperative sector is dominant the road freight transport industry. In that year(1992), 70.2% of total goods lifted by road was by cooperative sector, the share of public sector operators accounted for 27.8%, while the share of the private sector was 2.0% (CAPMAS,1993).

### **3. THE ROAD FREIGHT INDUSTRY IN HUNGARY.**

Roads is the dominant mode of freight transport in Hungary accounting for 48.7% of goods moved in 1993 (Transport Database,1994). With the change in political philosophy, Hungary has moved to a market economy. Legislations has been passed to permit share-holding companies to be set up and to let foreign companies be involved to an unlimited extent. The role of the Transport Department has moved from detailed planning and management to overseeing the actions of the companies that are being set up in the transport sector. With the processes of liberalisation and economic reform, the number of small goods transport companies has been increased. The growth in the number of road haulage operators occurred after the dissolution in 1983 of the state owned trust (Mackett,1992).

A significant shift towards using roads could be seen during the 1980's, and in particular early 1990's. In terms of tonnes/km, shares of roads accounted for 48.7% in 1993, compared with 23.7% in 1980, and 29.3% in 1990. Number of goods vehicles has been doubled since 1985. Between 1970 and 1993 it increased by 130% (Transport Database,1994).

Regarding the ownership, other types of ownership are now competing with the state sector, there is cooperative sector formed by private capital invested in road haulage businesses, as well private ownership (Roe,1990). Mention here should be made of the fact that there is a difference in practice between the Hungarian and Egyptian cooperative sector. In Hungary, the cooperatives based on the capital of the owners, while in Egypt, the cooperatives does not own the capital, where the vehicles are privately owned by the operators, and the role playing by the cooperatives limited by getting the haul contracts and distribute the work between the members.

In terms of goods lifted, although total goods lifted by road decreased from 570 million tonnes in 1990 to 511 million tonnes in 1993, the shares of private sector increased from



28.2% in 1990 to 31.4% in 1993, (shares of state sector decreased by 14.2% during the same period). Also, in terms of goods moved shares of private sector increased from 17.5% in 1990 to 25.2% in 1993 (Hungarian Ministry of Transport,1994). This illustrates the growing role of the private sector in the road freight industry in Hungary.

## **4. THE DELPHI TECHNIQUE.**

### **4.1 Origins and Use of the technique.**

The technique relies on the judgement of a panel of experts who work towards achieving a consensus of opinion on a particular issue. In the early 1950's, the Delphi technique was used as a forecasting technique in defence research carried out by the RAND Corporation in the USA. Since a series of publications were published by the RAND researchers in the early 1960's, the Delphi technique has been widely applied (Ludlow,1985).

The late 1960's showed a new departure for the Delphi technique, when in 1969 the "Policy Delphi" was first introduced, and reported on in 1970 (Turoff,1975). The distinction between the Policy Delphi and the original technique is that "Delphi as it originally was introduced and practised tended to deal with technical topics and seek a consensus among homogeneous group of experts. The policy Delphi seeks to generate the strongest possible opposing views on the potential resolutions of major policy issue, it is a tool for the analysis of policy issues and not a mechanism for making a decision" (Turoff,1975).

The 1970's and 1980's witnessed a considerable number of applications for the Delphi technique:

- \* planning educational courses for dietitians ( Mathews, 1975 in Williams and Webb, 1994).
- \* establish the clinical nursing research priorities of nurses in the Northern region of England (Bond S. and Bond J., 1982).
- \* determining curriculum content (Lawrence,1983 in Williams and Webb,1994).
- \* examine the system of international trade in terms of flow between institutions and identifying areas of system failures in terms of actual or potential frauds (Kapoor, 1987).
- \* evaluating clinical allocation for nursing students (Beech, 1991 in Williams and Webb, 1994).
- \* identifying the change in the role of the nurse teacher in the UK (Crotty,1993).
- \* studying the future of logistics in Europe (Cranfield University, 1994).

### **4.2 The Technique Defined.**

The Delphi technique has been defined by Linstone and Turoff (1977) as the following: "Delphi may be characterised as a method for structuring a group communication processes, so that the process is effective in allowing a group of individuals, as a whole, to deal with a complex problem". The traditional way by which gathering together the views of experts could be done is through the committee system and/or the group discussion. However, both the committee system and group discussion have a number of disadvantages (Turoff,1975). The Delphi technique aims to structure group communication while eliminating these disadvantages. It also provides for feedback of the individual contributors of information and



knowledge; assessment of a group judgement or view; the opportunity to revise the individual views; and a degree of anonymity for the individual responses (Turoff,1975).

### **4.3 Application of the Technique.**

#### **\* Iteration.**

The technique consists of number of a rounds. The number of rounds can be fixed in advance or determined according to a criterion of consensus in the group (Woudenberg,1991). In this study, two rounds were used.

#### **\* Controlled feedback.**

In the second, the panel members are asked to reconsider their answers and make judgments. The feed back procedure assures that only directly relevant information is asked of the panel (Woudenberg, 1991 and Hakim and Weinblatt, 1993). In this study, all the information received from the first round was relevant.

Figure (1) in appendix 1 illustrates the Delphi process used in this study.

## **5. THE DELPHI SURVEY.**

### **5.1 First Round of Delphi.**

Thirty statements were used to formulate the first round of the Delphi questionnaire. In Egypt, the first round of the survey, took place between December 1994 and February 1995. The panel consisted of 23 members, experts in the field of road freight transport. The panel included both academic and operators. In Hungary, the first round took place between February and May 1995. The panel consisted of 12 members, academic and operators. Replies are analyzed, and for the purpose of analysing the responses, the average percentage of majority opinions<sup>1</sup> was calculated, as the following:

Average Percent of Majority Opinions =  
Majority Agreements + Majority Disagreements / Total Opinion Expressed X 100.

Statements where the consensus among the panellists was less than the average percent of majority opinions, were to be included in the second round questionnaire, see Figure (2) in appendix 1.

### **5.2 Second Round of Delphi.**

From the result of analysing the first round questionnaire, statements which did not obtain

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<sup>1</sup>Kapoor (1987) mentioned in his Delphi study that any arbitrary figure could be used to determine whether or not the consensus has been achieved, but since the choice of an arbitrary figure can never be fully justified, some justification of the choice can be achieved. This justification could be carried out through calculation of the average percentage of the majority opinions, which presents sum of majority agreements and disagreements divided by total opinion expressed.



majority agreement or disagreement from the panellists were used to formulate the second round questionnaire. The approach adopted is illustrated in appendix 1 figure (3). The second round of the survey, in Egypt, took place between May and July 1995. The response rate was 100% (23 responses out of 23 contacted). In Hungary, second round of the survey took place between July and September 1995. A reminder was needed before the response rate reach 83.3% (10 responses out of 12 contacted).

This round aims to re-test statements which did not achieve consensus in the first round, by clarifying reasons for disagreement given by the panellist in the first round survey. The APMO was then calculated for each second round statement, as before. The results of the survey are illustrated in appendix 2.

## **6. SURVEY RESULTS: COMPARISON BETWEEN EGYPT AND HUNGARY.**

A full list of results is shown in appendix 2. The following is an analysis of those results under the five main headings of the first round survey.

### **6.1 The best method of achieving privatisation of the road freight industry.**

Both panel agreed that different state sector road freight companies require different forms of privatisation. There was disagreement between the two panels about whether a wider base of popular capitalism, through low priced shares, is needed to achieve successful privatisation. The Egyptian panel agreed, while the Hungarian panel disagreed. A possible reason for this is that the Egyptian panel considers that there is no lack of available capital for buying shares, whereas this is not true of the Hungarian panel (see section 6.5). Both panels disagreed with dissolving the companies and selling off their assets; selling off the companies in their existing form through tenders; and transferring the companies' assets to shares, which could be sold through the stock exchange. Only the Egyptian panel disagreed with transferring the companies' assets to shares, using part of these shares to encourage early and voluntary retirement of the employees, and use the remaining shares as workers' shares.

### **6.2 The role of road freight management under privatisation.**

Both panels disagreed that maximizing profits should be the main objective for the road freight management under privatisation, but agreed that identifying areas where cost reduction can be made is the main task for road freight management. Both panels supported privatisation as a means to improve quality of service, but only the Egyptian panel saw this in conjunction with cost cutting. Possibly the Hungarian approach can be considered in the light of quality-demanding European logistics which are not yet applied in Egypt.

### **6.3 The impact of privatisation on the road freight industry.**

Both panels agreed that privatisation will inevitably create a more efficient, flexible and dynamic road freight industry, and that competition is the most important element for a high quality road freight industry. The Egyptian panel agreed that under privatisation of the road freight industry, the state sector should be minimized as much as possible, while the Hungarian panel could not achieve consensus. Both panels agreed that a privatised, deregulated road freight industry requires a legal distinction to be made by the government between own account and professional operators.



#### **6.4 The external cost of road freight transport.**

The Hungarian panel agreed that under privatisation of the road freight industry, the operators should pay for the damage to the environment resulting from running their operations, while the Egyptian panel disagreed. This result is understandable, since awareness of the external cost of road freight is wider in Hungary, although both panels considered that the external cost of road freight operations is more than just air pollution, and both panels disagreed that the current tax on fuel is adequate to cover the social and environmental cost resulting from road freight operations. Consequently there is a need for other types of taxes, for example tax on tyres. Concerning how making private road haulage pay for social and environmental costs would affect the price, both panels agreed that prices would increase in the short term. Both panels disagreed that the cost increases will be absorbed by the industry in the medium and long term.

#### **6.5 Problems facing the privatisation of the road freight industry.**

The Egyptian panel agreed that increased unemployment is one of the most important problems to face the privatisation of road freight industry. The Hungarian panel disagreed, as they see the problem as one associated with the whole economy, not solely the transport sector.

On the other hand, both panel disagreed that the problem of increased unemployment resulting from privatisation could be overcome by employing revenue from the sale of state sector road haulage companies to encourage new small road haulage businesses.

This disagreement results from different points of view. From the point of the Egyptian panel, the revenue should be used to re-pay the companies' debts, and any remaining revenue could be used to encourage small businesses, not necessarily in the road freight sector. From point of view of the Hungarian panel, past policies resulted in too many small firms (owner-driver), working inefficiently and dangerously. Indeed this situation forced the Hungarian government to issue new law (May 1995) for road freight industry, aimed at forcing old and unsafe trucks off the road. Some 59,000 of Hungary's 61,000 road freight firms were expected to be eliminated by this regulation (Budapest Sun, May 1995). According to the Hungarian Department of Transport (1994), 37% of goods vehicle in Hungary in 1993 were more than ten years old.

Both panel agreed that the ability of the government to pay for the dismissed employees, as a result of privatisation, or re-training them, or transfer them to other activities is one of the problems facing privatisation processes.

The Egyptian panel disagreed that the lack of available capital is one of the most important problems facing privatisation processes, while the Hungarian panel agreed with this statement. It suggests that, in contrast with Hungary, there is no shortage of local capital necessary to privatise road freight industry in Egypt. The Egyptian panel disagreed that the problem of lack of available capital could be avoided by allowing foreign capital to buy the assets of the state sector (particularly road haulage), while the Hungarian panel agreed. This may result from Egypt's greater historical and often unfavourable experience of foreign control of its industry, contrasted with Hungary's ambition to join the European Union.

This view is supported by the Egyptian panel's agreement (and the Hungarian panel's disagreement) that foreign control over the road freight industry could result if foreign capital is allowed to buy state assets in the road freight industry. However, the Hungarian panel



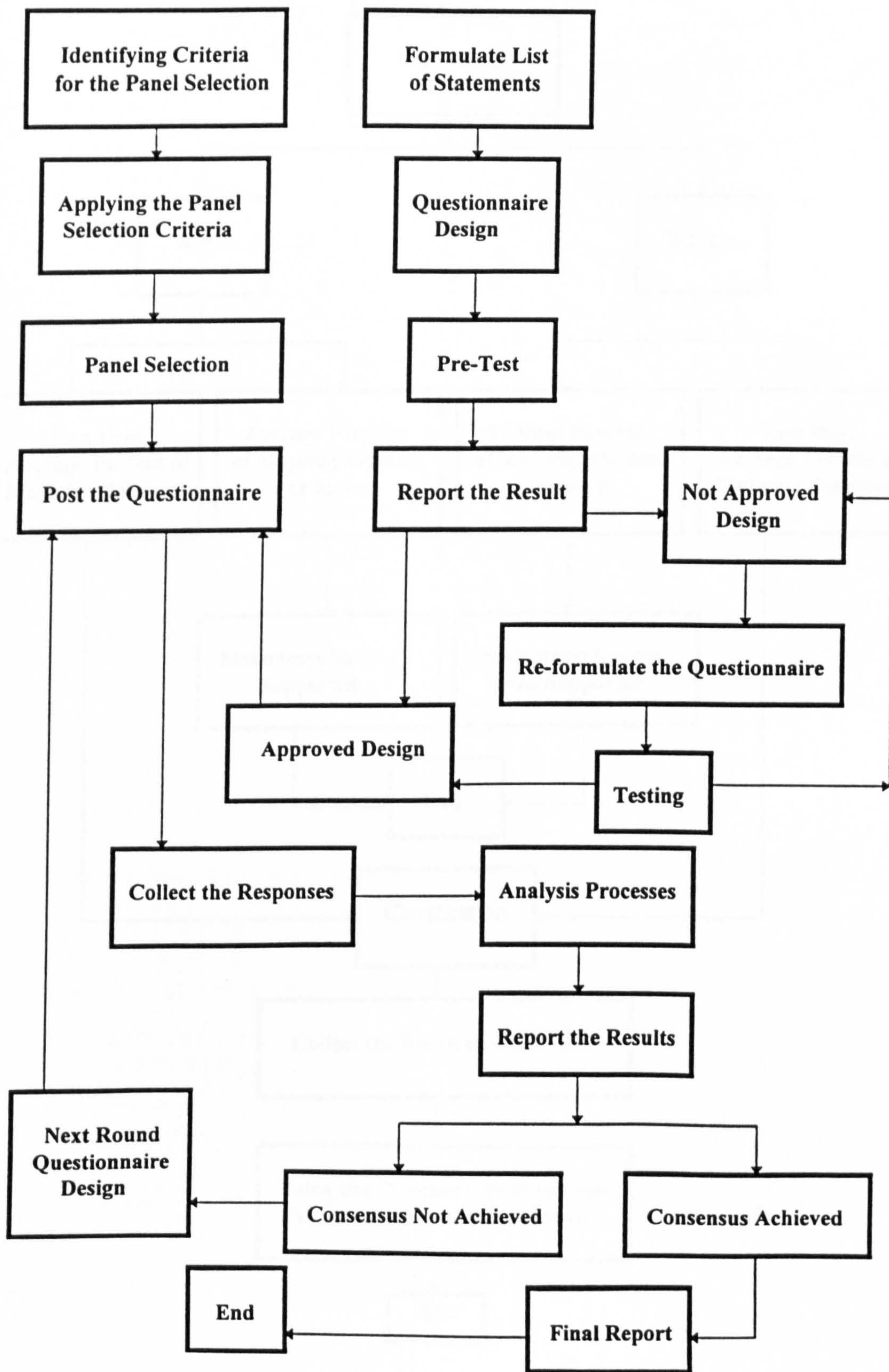
agreed that the problem of foreign capital control over the road freight industry could be avoided by determining a maximum percentage for the capital owned by a foreigner in road freight companies. There is already an investment law (passed in 1989) in Egypt to determine this percentage.

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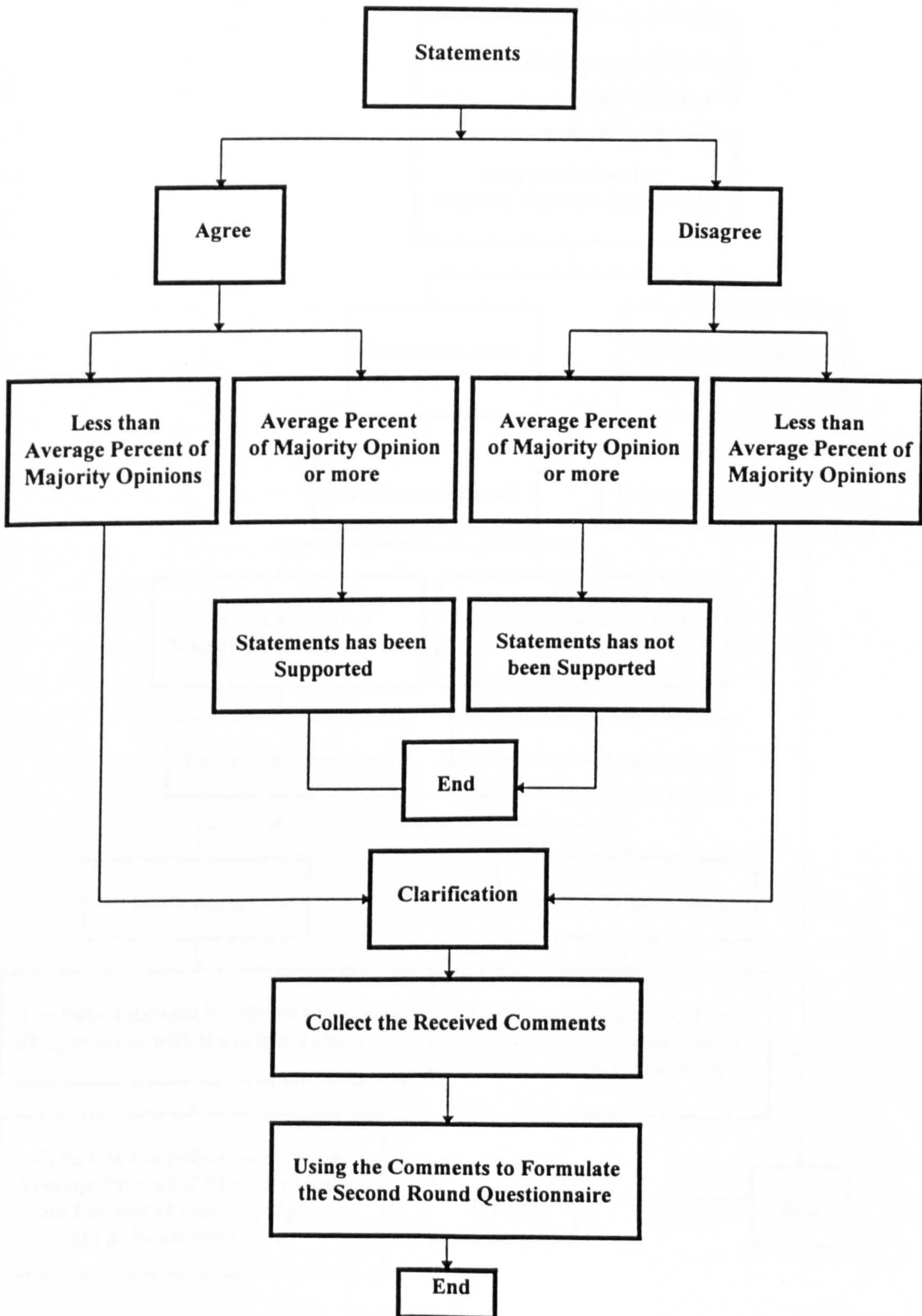
APPENDIX 1.

Figure 1: The Delphi Processes.



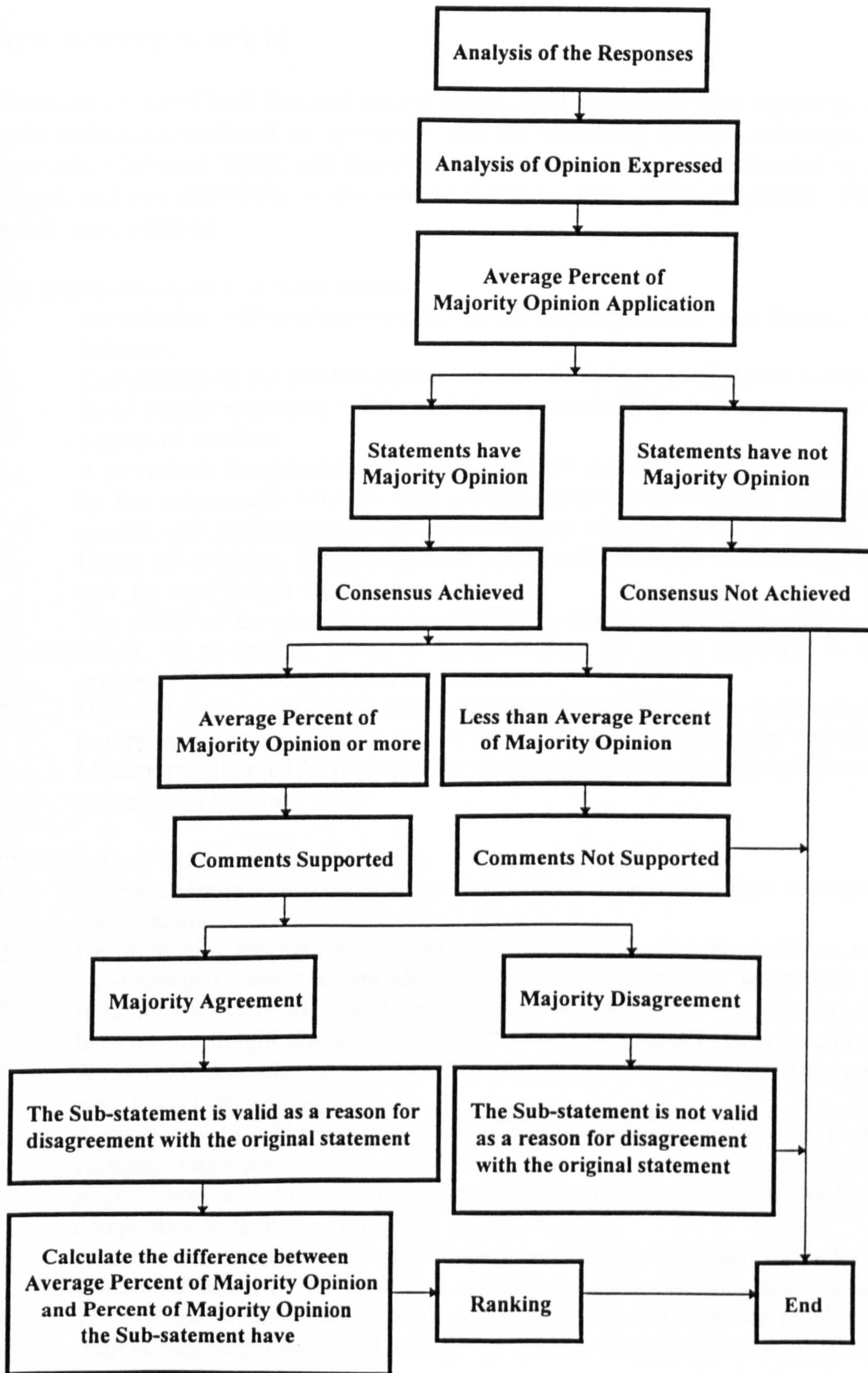


**Figure 2: Delphi Technique .. First Round Analysis and Formulation of the Second Round Questionnaire.**





**Figure 3: Delphi Technique .. Second Round Analysis.**





## **APPENDIX 2.**

### **THE SURVEY RESULTS.**

From the results of both first and second round, eight statements were agreed by both panels, nine statements achieved no agreement and the remaining thirteen statements differed in agreement between Egypt and Hungary. On the other hand, one statement in the case of Egypt, and two statements in the case of Hungary, achieved no consensus. The following result were obtained:

#### **(1) Statements agreed by both panels.**

1. Privatisation will inevitably create a more efficient, flexible and dynamic road freight industry.
2. Competition is the most important element for a high quality road freight industry.
3. Road freight customers will benefit from privatising the industry in terms of a better quality of services.
4. A privatised, deregulated road haulage industry requires a legal distinction to be made by the government between own account operators (companies carrying their own goods), and professional operators (companies carrying goods of others).
5. Under privatisation, identifying areas where cost reduction could be made is the main task for road freight management.
6. The ability of the government to pay for the dismissed employees (as a result of privatisation), or re-training them, or transfer them to other activities is one of the problems facing the privatisation process.
7. Different state sector road haulage companies require different forms of privatisation (eg. privatising management only or privatising both management and ownership).
8. Making private road haulage pay for social and environment costs will result in price increases in the short term.

#### **(2) Statements disagreed by both panels.**

1. To maximize profits should be the main objective for road freight management under privatisation.
2. By privatising the road freight industry, there will be an opportunity to release more governmental money for spending on transport infrastructure (especially roads).
3. It is not necessary to regulate competition in road freight through the government, because the freight operators can do it voluntarily through self-regulation.
4. A tax on fuel is adequate to cover the social and environmental costs resulting from road freight operations.
5. A good way to achieve privatisation of the road haulage industry is to dissolve the existing companies and sell off all their assets.
6. A good way to achieve privatisation of the road haulage industry is to sell off the companies, in their existing form, through tenders.
7. A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, which could be sold through the stock exchange.
8. The problem of increased unemployment could be overcome by employing revenue from selling state sector road haulage companies to encourage new small road haulage businesses.
9. In the medium and long terms, cost increases, resulting from private road haulage



paying for social and environment costs, will be absorbed by the industry and prices will not be too high.

(3) Other statements shown in table (1):

**Table (1): Delphi Technique...Results of the Survey.  
Statements with Different Opinions..Egypt and Hungary.**

No.	Original Statements	Egypt	Hungary
1	Under the privatisation of road haulage, the size of the state sector should be minimized as much as possible.	Agree	No Consensus Achieved
2	Road freight customers will benefit from privatising the industry in terms of lower charges.	Agree	Disagree
3	Negative results might result from excessive competition in the transport sector. Therefore, a form of regulation of the competition should be applied by the government to save the operators' profitability.	No Consensus Achieved	Disagree
4	Under privatisation, road freight operators should pay for the damage to the environment resulting from running their operations.	Disagree	Agree
5	A good way to achieve privatisation of the road haulage industry is to transfer the companies' assets to shares, using part of these shares to encourage early and voluntary retirement of the employees and use the remaining shares as workers shares.	Disagree	No Consensus Achieved
6	Increased unemployment is one of the most important problems to face the privatisation of the road freight industry.	Agree	Disagree
7	The lack of available capital is one of the most important problems facing the privatisation process of the road freight industry in the developing countries.	Disagree	Agree

*Continued ...*

**Table (1)...continue:  
 Delphi Technique...Results of the Survey.  
 Statements with Different Opinions...Egypt and Hungary.**

No.	Statements	Egypt	Hungary
8	The problem of the lack of available capital could be avoided by allowing foreign capital to buy the assets of the state sector (particularly road haulage).	Disagree	Agree
9	Foreign control over the road freight industry will result if foreign capital is allowed to buy state assets in the road freight industry.	Agree	Disagree
10	The problem of foreign capital control over the road freight industry, could be avoided by determining a maximum percentage for the capital owned by a foreigner in the road haulage companies.	Disagree	Agree
11	To avoid the problem of foreign capital control over the road freight industry, the government should sell the shares of the state road haulage companies to their existing employees with interest free credit.	Agree	Disagree
12	A wider base of popular capitalism is an important element to achieve successful privatisation of the road haulage industry, and requires low priced shares.	Agree	Disagree
13	Privatisation should not mean withdrawing the subsidies totally from the transport industry. Some parts of the transport system need to be supported.	Disagree	Agree