

European Commission – DG MOVE

Operational REPORT

regarding Giurgiulesti PORT activity in 2018

GIURGIULESTI INTERNATIONAL FREE PORT REPUBLIC OF MOLDOVA



MARCH, 2019

CHISINAU, Republic of Moldova



Operational report of the Giurgiulesti International Free Port activity in 2018

on the progress made in the process
of the operational activity of the
Giurgiulesti International Port
for 2018

REPUBLIC OF MOLDOVA



*This report is a working document of the **APIP**, **GISA GROUP** and **Danube Commission**, i.e. its content is in its exclusive possession and unauthorized use is strictly forbidden. The importance of the document derives from the need for knowledge and information, without the right to publish.*

Report coordinator: **Dr. Iurie GOTIȘAN**

© DANUBE COMMISSION PROPERTY, 2019



Directorate-General for Mobility and Transport of European Commission – DG MOVE





CONTENT:

Introduction and methodology	5
short description of the harbor juncture	6
European Strategy for the Danube region (EUSDR)	9
Overall juncture of the Giurgiulesti Port activity in 2018	11
Agricultural Products	11
Industrial Products (oil refining and metallurgy)	12
Others	12
Comparative analysis overview of the Giurgiulesti port activity	13
Instead of conclusions	15
Selective bibliography and references	16





ABBREVIATIONS AND ACRONYMS

	Complete nominaton
AIS	Automatic identification system
AtoN	Electronic waterway marking system
DaHar	Danube Inland Harbor Development project
DAPhNE	Danube Ports Network project
EC	European Commission
ECDIS	Electronic Chart Display and Information System
EU	European Union
EUDSR	European Union Danube Strategy River
GIFP	Giurgiulesti Interntional Free Port
GDP	Gross Domestic Product
FEZ	Free Economic Zone
FOB	Free On Board
IWT	Inland waterway transport
MEI	Ministry of Economy and Infrastructure
NBS	National Bureau of Statistics from Republic of Moldova
OECD	Organization for Economic Co-operation and Development
TEN-T	Trans-European Transport Network





INTRODUCTION AND METHODOLOGY

Firstly, as a rule the river transport, after shipping, is the safest and cheapest way of transport over long distances. Thus, according to the naval tariffs and costs that are operated on this market, the river transport is about 2-3 times cheaper than the rail and much cheaper than the air or auto transport. The economy of river transport is primarily due to the high capacity of this one. This means, of course, lower costs on the freight unit transported and therefore lower rates compared to rail or car/auto transport.

Secondly, higher river transport economy is also due to lower investment spending for port infrastructure development compared to rail or auto infrastructure. River waterways are natural paths that do not usually require costly landscaping, and ports are usually built in those places that offer the most favorable natural conditions.

Thus, Republic of Moldova being is part of the European Strategy of the Danube Region¹, the **Danube Commission** contracted the **Association of Employers' from the Manufacturing Industry** to elaborate a brief analysis of the **Giurgiulesti Port** (official – *Giurgiulesti International Free Port – GIFP*), which is the only port of the Republic of Moldova. It is accessible to sea and river vessels and is located in the southern part of the country, about 134 km (73 miles) from the Danube River and is bordered by Romania and Ukraine.

The main owner of the Giurgiulesti International Free Port is the Ministry of Economy and Infrastructure of the Republic of Moldova via the Naval Agency as Maritime Administration and operator and general investor of the GIFP is the "Danube Logistics" LLC. Thus, the port was put into operation on October 26, 2006, after 10 years of construction. Thus, Moldova has 0.8 km of Black Sea exit through Danube.

Broadly, the elaboration methodology was based on the classic framework of information cycle analysis, but based in particular on: the accumulation, synthesis, and analysis of information involve eminently a complex of operational processes of **Giurgiulesti International Free Port**. Also, the accumulation of information on the topic researched by **APIP** and **GISA Group** is also done according to the standard class which is the cumulative of the **3 of A: Algorithm + Analyst + Analytical toolset** (platform).

So, during the elaboration process, including reaching the end goal, we used a certain algorithm. Actually, *algorithmic approaches are used to sift the huge flow of information from the economic residents, the operational agents of this port, passenger flow and cargo trade, but the algorithms can't substitute or improve HUMAN judgment.*

At the same time, the maximum of business experts is: **too much information is harmful – is more than true**. Respectively, the analysis, synthesis and evaluation of the **GIFP** operational activity would be achieved through the classic **INFORMATION CYCLE**:

Direction, Collection, Collation, Evaluation, Analysis and Dissemination (DCCEAD)

¹ <https://www.danube-region.eu/>





SHORT DESCRIPTION OF THE HARBOR JUNCTURE

Giurgiulesti harbor consists of the *oil terminal*, the *cargo* and *passenger port* and a *free industrial zone*. The oil terminal was built from foreign investment worth \$35 millions. The cargo port can receive sea and river barges with drafts up to 6.5 m and can unload or load up to 3 different types of petroleum products at the same time. The total storage capacity is over 65 thousand cubic meters of oil products and the maximum transshipment capacity will be over 2 million tonnes per year.

The *passenger terminal* of the port (with \$10 million of investment) has a capacity of about 300 passengers per day. Through this port, Republic of Moldova is positioned at a more advanced level in the field of shipping, which, according to investors, will lead to the development of tourism and the south region of the country, will provide a safe, cheap and environmentally friendly passengers transportation between the Black Sea and Mediterranean basin states. Giurgiulești passenger port was officially opened on March 17, 2009, when the first sea passenger trip Giurgiulești-Istanbul-Giurgiulești was launched.



The *grain transshipment or cargo terminal* (with \$12 million of investment) serves to transport cereals by sea to and from Moldova, if necessary. It has a capacity over 3,000 tons of cereal *per day* by road and rail transport and a cargo capacity of up to 7,000 tons of shipping with a loading capacity of 300 tons per hour. It has a processing capacity to export up to 500.000 tonnes of cereals. The *grain terminal* was opened on July 24, 2009. A container facility was added in 2012. As of 2015 a second grain terminal was under construction.

In the same time, the port has a status of *Free Economic Zone* (FEZ) until 2030. The port is managed by a Dutch firm, ***Danube Logistics***, which, with the financial aid of the European Bank for Reconstruction and Development (EBRD), has invested about € 60 million in the project. There are about 460 employees, and half of them are from the Giurgiulești village which is half a mile inland. As disadvantages, development Giurgiulesti and maneuvering of ships in its own right, are embarrassed by the narrowness of the Moldovan bank of the Danube (just 340 meters), as proposed territorial exchange with Ukraine was not possible. On the other hand, it remains to be ascertained whether, in the context of global economic crisis, declining consumption and lessening the hydrocarbon deposits.





The **oil terminal terminal** has a storage capacity of over one million tons of diesel and gasoline, which is used for internally purpose, as well as externally one. Also, a crude oil processing plant with a capacity of up to two million tons is operating on the territory of the terminal, and a network of more than 50 petrol stations is operating across the country. The government of Republic of Moldova has signed a 99-year concession contract with three companies from Azerbaijan – *Azpetrol*, *Azertrans* and *Azpetrol Refinery* – subsidiaries of a giant company in Baku for a \$ 250 million of investment.



Generally, the **International Port of Giurgiulesti** was build as result of a 2005 territorial exchange with Ukraine, where Moldova received a 600 m-long bank of the Danube River (which is an international waterway). Thus, an important exercise to analyze the status quo of a system, organization or structure is to identify the strengths or benefits, defects or disadvantages, opportunities and potential risks or threats through a **SWOT analysis** (Strengths, Weaknesses, Opportunities, and Threats). In general, the **strengths** and **weaknesses**, the given case of Giurgiulesti International Free Port, are assessed internally and the **opportunities** and **threats** are identified externally.

General SWOT analysis overview – Giugilesti International Free Port

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Through this river port, Moldova has sea exit, implicitly maritime transport; ✓ So, Moldova can operate cheap trade with various countries, including through cargo, grain and oil terminal; ✓ The port is only direct sea/river-borne transshipment and distribution point to and from the Republic of Moldova; ✓ On its area operates the oil, grain and passenger terminal; ✓ Inexpensive multilingual workforce; ✓ Competitive utility charges; ✓ Favorable tax framework. 	<ul style="list-style-type: none"> ✓ The appearance of tax evasion operations that may harm the economic security of the Republic of Moldova; ✓ The persistence of cartel agreements between economic agents operating within this port; ✓ Relatively low logistics infrastructure in the operational area of the port.
Opportunities	Threats
<ul style="list-style-type: none"> ✓ This is an excellent location for business development, because of its strategic location, unique customs and tax regime; ✓ A regional logistics hub on the border of the EU with access to road, standard-gauge railway and broad-gauge railway, river and sea; ✓ GIFP is developing into a major logistics hub not only for Moldova, but for the entire region; ✓ National and international road connections. 	<ul style="list-style-type: none"> ✓ Eventually institutional reorganizations; ✓ Possible uncertainties in the social-political juncture in the region which may affect the port activity periodically; ✓ Possible chnges of the European Strategy for the Danube region and its repercussions.





Taking into account the fact that the volume of operational activity of the **Giurgiuilesti International Free Port** has increased dynamically in recent years, the Government (*via* the Ministry of Economy and Infrastructure) has decided to create a *naval authority* to manage its operational activity. Hereby, the Naval Agency as Maritime Administration of the Republic of Moldova founded by Government decision of the Republic of Moldova no.706 from 11.07.2018 with last modifications from 19.12.2018.

This started its activity from 02nd of January 2019, according to the point no. 1 from the government decision, the Naval Agency of the Republic of Moldova has been created as the administrative authority subordinated to the Ministry of Economy and Infrastructure, is created through the merger of the Public institution “Harbour Master Giurgiuilesti” and the State Enterprise “Registrul Naval”. Accordingly, to the point no. 2 of the decision, the Naval Agency of the Republic of Moldova is a successor of rights and obligations of the Public Institution “Harbour Master Giurgiuilesti” and of the State Enterprise “Naval Registry”.

Thus, from the 2nd January 2019, the **Naval Agency** is the only authority that register and issues certificates and documents for the Moldova flag ships. The name of the recognized organization State Enterprise “Registrul Naval” will be substituted with the name of the **Naval Agency**, as the merge of the enterprise into *Naval Agency*. Accordingly, to the point no. 9 of the same decision, the documents issued by the Public Institution “Harbour Master Giurgiuilesti” and the State Enterprise “Naval Registry” shall be valid until the expiration of their term of validity.

The operational activity of the **GIIPP** is carried out in accordance with the provisions of the Investment Agreement “Regarding the International Free Port” Giurgiuilesti, approved by Law no.7-XV of February 17, 2005, Law no.8-XV of the International Free Port “Giurgiuilesti” from 17 February 2005 and the Agreement between the Government of the Republic of Moldova and the “Danube Logistics” LTD of 21 April 2005. Currently, 46 of economic residents are registered in the port.

Table 1. Some operational statistics in dynamics of the **Giurgiuilesti International Free Port activity**

Years	2011	2012	2013	2014	2015	2016	2017	2018
Berthed ships	n.a.	n.a.	n.a.	435	331	408	303	589
Port employees	303	298	417	432	415	417	453	469
Average salary (Euro)	444	350	385	320	333	310	360	404
Investments (mln. \$)	5	2,7	1,95	3,5	1,1	5,2	0,8	1,2
Taxes and fees (mln. MDL)	150,3	218,5	255,4	296,1	416,8	538,8	490,7	498,9
Transhipped goods: (thousand tones)	428,5	282,2	733,2	729,1	867,8	886,4	1590,5	1889
Export (grain, thousand tones)	165	78,5	245,7	354,5	287,9	388,4	1033,7	826,7
Export (goods, thousand tones)	–	–	25,8	54,1	77,9	108,8	–	408,2
Import (oil, thousand tones)	67,6	86,2	139,5	156,8	266,6	247	473	397
Import (goods, thousand tones)	–	56,6	53	77,2	105,7	85,6	89,8	257,1

Source: Ministry of Economy, Moldova Naval Agency, Danube Logistics LTD, autors computations etc.





EUROPEAN STRATEGY FOR THE DANUBE REGION (EUSDR)

General information: The **EUSDR** is a second European Union macro-regional strategy, taking on the cooperation model developed through the EU Baltic Sea Strategy (adopted in 2009) with adaptation to the specificity of the Danube region. Thus, this document is a political initiative of Romania and Austria, promoted by a joint letter of the Prime Minister (2008) and addressed to President of European Commission.



The European Commission has drafted a Communication on an EU Strategy for the Danube Region and an Action Plan presented in December 2010 and adopted by the EU General Affairs Council (Foreign Affairs Ministers) on 13 April 2011. The European Council (Heads of State or Government) endorsed the Danube Strategy on 24 June 2011. Additionally, the implementation of the Strategy has also generated a new communication platform by creating the main information portal www.danube-region.eu.

Participants: The EUSDR for the Danube Region includes the territorial watershed of the Danube. So, the EUSDR includes both, countries that are not crossed by the Danube and countries outside the EU. The Danube Strategy involves fourteen states: **nine EU Member States** (Austria, Romania, Bulgaria, the Czech Republic, Croatia, Germany, Slovakia, Slovenia, Hungary) and **five non-EU states** (Bosnia and Herzegovina, Montenegro, Serbia, Republic of Moldova and Ukraine).

Objectives and priorities:

The strategy is structured on **4 major objectives**. Each objective corresponds to specific areas of action, grouped on **11 priority areas**, or each priority area being coordinated by 2 states/lands of the region, namely:

A. Interconnection of the Danube Region

- Improving mobility and multimodality
 - a. Inland waterways; (**Austria** and **Romania**)
 - b. Road, rail and air links; (**Slovenia** and **Serbia**)
- Encouraging sustainable energies; (**Hungary** and the **Czech Republic**)
- Promoting culture and tourism, direct contacts between people; (**Romania** and **Bulgaria**)

B. Protecting the environment in the Danube region

- Restoration and maintenance of water quality; (**Hungary** and **Slovakia**)
- Managing environmental risks; (**Hungary** and **Romania**)
- Conservation of biodiversity, landscapes and air and soil quality; (**Bavaria** and **Croatia**)





C. Increasing prosperity in the Danube region

- ➔ Developing knowledge-based society through research, education and information technologies; (Serbia and Slovakia)
- ➔ Supporting enterprise competitiveness, including cluster development; (Croatia and Baden-Württemberg)
- ➔ Investing in people and capabilities; (Austria and Republic of Moldova)

D. Strengthening the Danube Region

- ➔ Improving institutional capacity and cooperation; (Austria and Slovenia)
- ➔ Working together to promote security and address organized crime and serious crime issues. (Bavaria and Bulgaria)

Involvement of the Republic of Moldova in the EUDSR implementation process: So, Republic of Moldova is part of objective no. 3 of the strategy, namely ***Increasing Prosperity in the Danube Region***, and the *Priority Area for Investing in People and Capabilities*, priorities that are being implemented together with Austria. At the same time, the project “Danube connects”, supported by the Austrian Development Agency (ADA), is being carried out in Moldova. The purpose of this project is to inform and support public authorities and NGOs from Republic of Moldova regarding the projects targeting *regional development, renewable energy, tourism and transport* in the field.

In this regard, the project team frequently organizes economic forums, regional and national conferences, training sessions, popularization events such as “Danube Day” or “EUDSR Participation Day”. The purpose of such events is to create cooperation ties with Moldovan and other Danubian states/institutions, sharing successful histories and calls for cross-border projects in the Danube basin. Thus, an Interinstitutional Implementation Group of the EUDSR in Republic of Moldova was created at the governmental level. Respectively, the State Secretary of the Moldova Ministry of Agriculture, Regional Development and Environment is designated to be responsible for the EUDSR implementation.

The major benefits that EUDSR brings to Moldova are:

- ☞ Development of the quality of life, by increasing the competitiveness and attractiveness of the country and absorption capacity of structural and investment funds;
- ☞ Obtaining economic benefits through business partnerships and cooperation between the public and private sectors;
- ☞ Attracting investment in strategic areas such as transport, environment and energy infrastructures;
- ☞ Engaging the Romanian actors in a new transnational cooperation format, which will generate transfer of expertise and competences to the local administration.





OVERALL JUNCTURE OF THE GIURGIULESTI PORT ACTIVITY IN 2018

Last national statistics on the Giurgiulesti International Free Port shows that currently are registered and operate their activity 46 economic residents in the port operational area. Out of 87 business authorizations valid on January 1, 2019 – **36** were issued in the wholesale trade, **22** – provision of services, **16** – transport activity, **6** – construction, **7** – other types of activity.

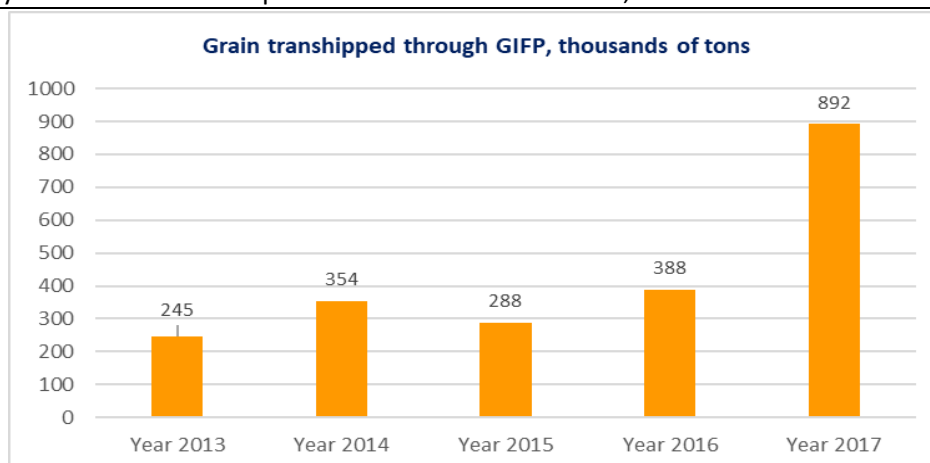
The average number of resident employees working in the GIFP in 2018 amounted to **469** people or with 10% more than in 2017. Most of the persons were employed by the "Danube Logistics" LTD (168), "Trans Cargo Terminal" LTD (119), "Trans Bulk Logistics" LTD (56) and "Agrotest-Lab" LTD (24). Respectively, the average salary calculated was about 8000 MDL or **404 Euro**.

The **total volume of investments** in GIFP, during its entire period of activity, as of January 1, 2019, amounted to **71.5 million USD**, including **1.2 million USD** for the reporting period. During 2018, the GIFP accostored and served 589 different types of ships, including oil vessels.

AGRICULTURAL PRODUCTS

Cereal products hold over 40% from the total turnover of the GIFP. Thus, during 2018 over **826 thousand tons** of cereal production were exported through the **grain terminal**, or with 8% less than in 2017 year of operability. Respectively, at the end of the reference period cca 33 thousand tons of cereal production was stored in the grain terminal, also brought by local companies. Both, the increase in local grain production, as well as the import-export operations, have made the grain trade products made through the port in the last two years' have practically double screening (SEE FIGURE 1).

Figure 1. Dynamics of the cereal products transactions *via* GIFP, thousands tons



Source: Ministry of Economy and Infrastructure, Moldova Naval Agency, Danube Logistics LTD, authors computations etc.

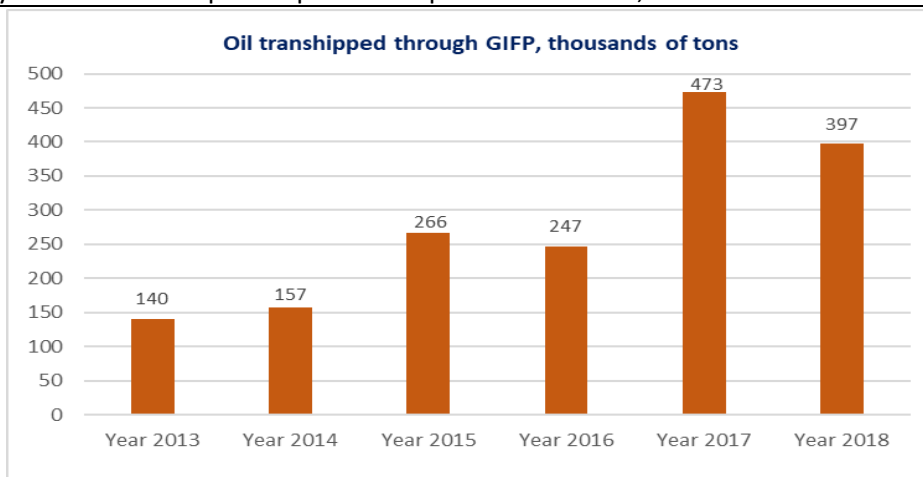




INDUSTRIAL PRODUCTS (OIL REFINING AND METALLURGY)

During this period of time via **oil terminal** over **397 thousand tons** of petroleum products were imported into the territory of GIFP, or with 19% less than in the corresponding period of 2017. About 1.3 thousand tons were delivered to the residents of the free zones. At the same time, approx 30 thousand tons of petroleum products were exported through the oil terminal. At the end of the reporting period, cca 13 thousand tons of oil were still stored. (SEE FIGURE 2)

Figure 2. Dynamics of the import of petroleum products *via* GIFP, thousands tons

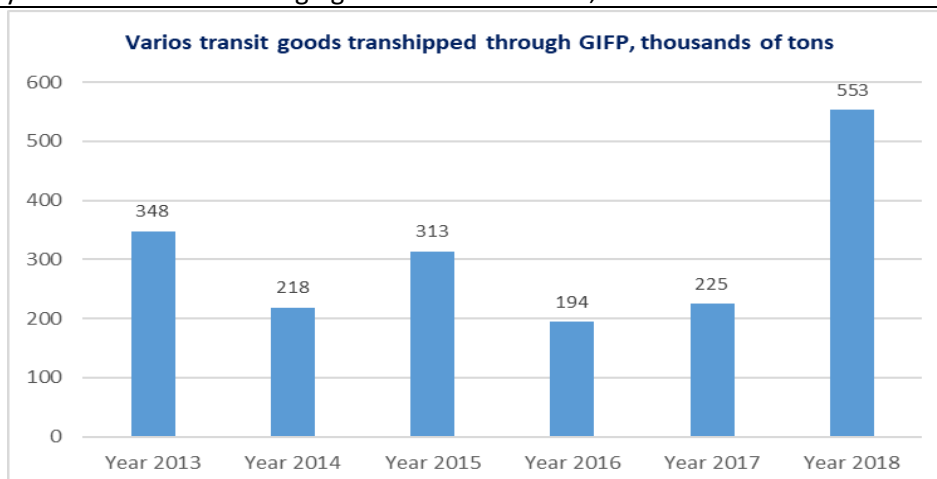


Source: Ministry of Economy and Infrastructure, Moldova Naval Agency, Danube Logistics LTD, autors computations etc.

OTHERS

In 2018, as in the case of the two above mentioned terminals, the **general cargo terminal** has increased its activity. Overall, about **553 thousand tons** of goods were transhipped via the terminal, out of which 422 thousand tons of goods were imported into the port outside the country and 131 thousand tons were exported. Among the transit goods can be highlighted various building materials, metals, containers, packaged products etc. (FIGURE 3)

Figure 3. Dynamics of the other cargo goods transit *via* GIFP, thousands tons



Source: Ministry of Economy and Infrastructure, Moldova Naval Agency, Danube Logistics LTD, autors computations etc.





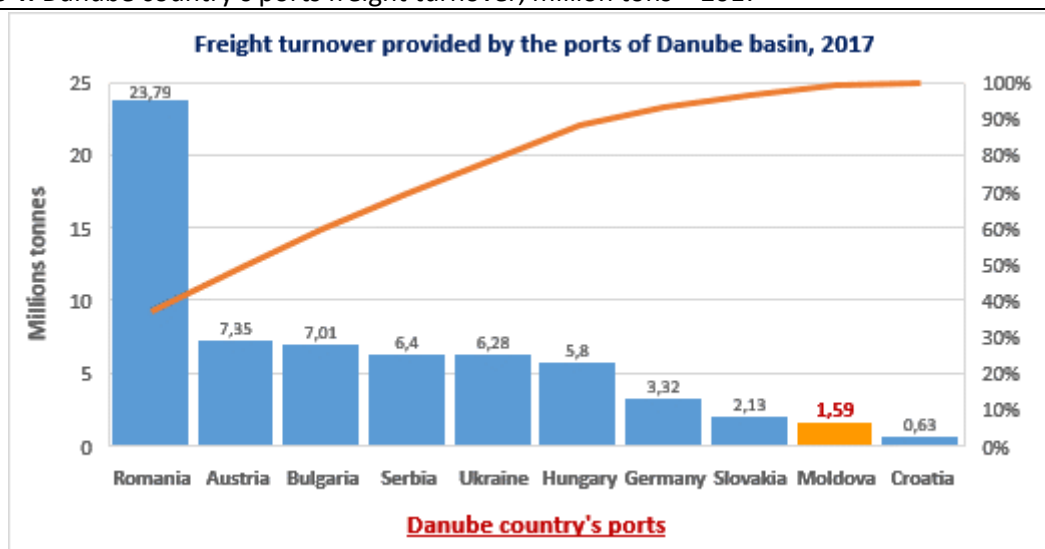
COMPARATIVE ANALYSIS OVERVIEW ON THE GIURGIULESTI PORT ACTIVITY

Through its structural and inclusive efforts, inclusively via the implementation process of the EUDSR, the European Commission is starting to fully integrate Danube basin ports into the Trans-European Transport Network (TEN-T). However, its are categorized as part of a multimodal transport network that includes links to associated and adjacent areas, and also encourages short sea shipping. Accordingly, the **GIFP** is part of the Danube Commission's operational work to improve its regional logistical links with other Black Sea ports, including through the Danube River Corridor VII.

Thus, the **Giurgiuilesti International Free Port** is the seventh International Maritime Corridor that links Europe and Asia. GIFP is the only direct fluvial-shipping and transshipping point in the Republic of Moldova and a regional logistics center at the European Union border with access to the terrestrial, rail, river and maritime communication routes. Also, until 2030, the GIFP has the status of a *Free Economic Zone*.

Although the GIFP is relatively small port compared to other ports in the Danube basin (see FIGURE 4), it is in fact the only access to the sea of the Republic of Moldova and enjoys a strategic location at the border with Ukraine and Romania. In recent years, there has been a significant increase in commodity flow which has in turn influenced the improvement of infrastructure in the south of the country, thus further increasing the importance of the port as a regional logistic node with access to auto, rail, river and maritime transport.

Figure 4. Danube country's ports freight turnover, million tons – 2017



Source: Danube Commission Secretariat information/Technical working group conclusions (April, 2018)

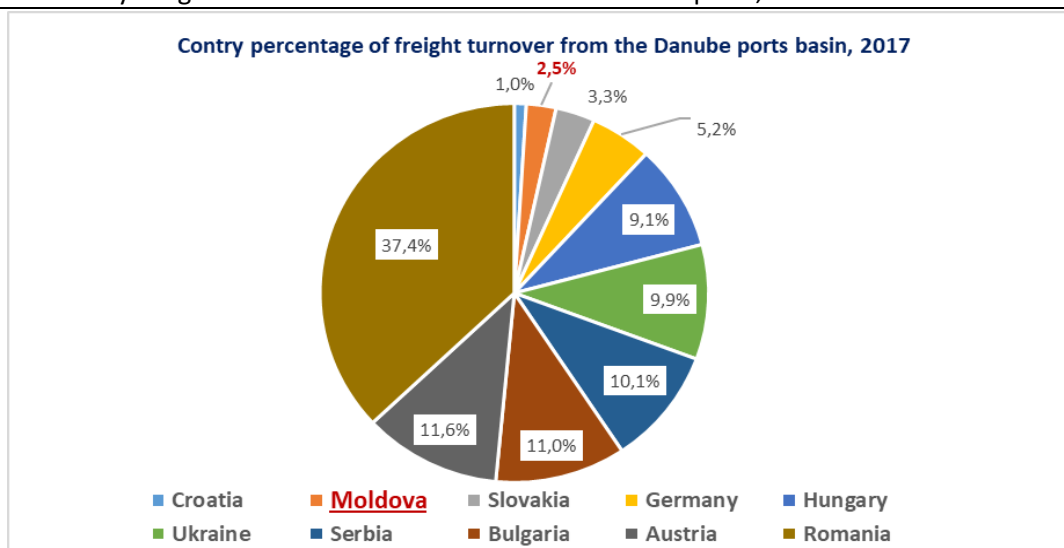
Statistical analysis on the activity of Danube basin ports, inclusive of *freight turnover*, shows however that GIFP would be on the penultimate position within a top achieved by this indicator. In fact, the ranking is done according to the Pareto Diagram, where the horizontal volume (columns / bars) is the volume of transported goods in the state ports, and on the vertical axis the values of their importance (see FIGURE 4).





Moreover, a comparative analysis of the share of port destinations in the Danube basin indicates that the Republic of Moldova, through the **GIFP** port, holds a share of just over 2% of the total (see **FIGURE 5**). Respectively, the Danube catchment area attributed to the Republic of Moldova is about 0.3%. This is just overtaking for Croatia at this indicators, the country which holds a share of only 1% on the countries percentage of freight turnover from the Danube basin fluvial ports.

Figure 5. Contry freight turnover from the Danube basin fluvial ports, % in 2017



Source: Danube Commission Secretariat/Technical working group conclusions (April, 2018), National reports etc.

At the same time, if we are to accomplish a succinct comparative analysis of the main river arteries in Europe from the volume of goods transported (freight turnover) point of view, then the Danube River would hold the first positions (see **TABLE 2**).

Table 2. Comparative statistics between main European rivers regarding transit of goods, mln.t, 2017

River	Length, total km	Total volume of goods, mln.t
Volga	3690	Over 200
Danube	2860	63,4
Ural	2430	23,3
Dniepr	2290	15,2
Don	1950	8,7

Source: <http://en.portnews.ru>, <https://mtu.gov.ua>, <http://investinrussia.com> and authors computations




In addition, we must further specify that in its activity the Danube Commission is supervised by the European Barge Union (EBU). This is the European association representing the majority of the inland navigation freight and passenger carrying industry on a Pan-European level. Its members are the national associations of barge owners and barge operators as well as (international) associations in the field of inland navigation and related areas. So, its mission is to contribute to the development of a sustainable and efficient Pan-European transport system via a larger share of inland waterway transport, including river ports in the Danube basin.





INSTEAD OF CONCLUSIONS







This brief analysis has led us to identify some conclusions regarding the operational activity of **GIFP**, including the benefits of the country. Due to its easy access to the Black and Mediterranean Sea with maritime vessels, to countries located along the Danube with river barges as well as inland rail connections to both the CIS and EU countries, **GIFP** is developing into a major logistics hub not only for Moldova, but for the entire region. So, against this background **GIFP** serves its clients as:

-  **the only direct sea/river-borne transshipment** and distribution point to and from the Republic of Moldova;
-  **a very good regional logistics hub** on the border of the EU with access to road, rail, river, sea; and
-  **an excellent location** for businesses due to GIFP's strategic location, tri-modal transport infrastructure, low cost and its unique customs and tax regime.

So, the operational transshipment activity of **GIFP** can be quantified as follows:

- 43.5%** - is on the **grain terminal** operational activity;
- 29.3%** - in on the **general cargo terminal** operational activity;
- 21.2%** - in on the **oil terminal (petroleum products)** operational activity.

GIFP also has the status of free economic zone, which offers more benefits such as:

-  Low cost environment;
-  Multimodal transport infrastructure;
-  Eliminating customs duties and indirect taxes;
-  Industrial production facilities and lease services;
-  Facilitate trade agreements of Moldova (EU, CIS, bilateral etc.);
-  Investment opportunities (warehouses, processing, assembling plants etc.).





SELECTIVE BIBLIOGRAPHY AND REFERENCES

1. <http://damidor.md/services/Transport-maritim>
2. <http://en.portnews.ru/news/213841/>
3. <http://investinrussia.com/data/files/sectors/TransportEng.pdf>
4. <http://www.bsec-organization.org/>
5. <http://www.cabri-volga.org/DOC/EG4/RussianTransport.pdf>
6. <http://www.danubecommission.org/dc/en/>
7. <http://www.ebu-uenf.org/>
8. <http://www.icpdr.org/main/>
9. <http://www.internationalwatersgovernance.com/danube-river-basin.html>
10. <http://www.maradmoldova.md/index.php?pag=page&id=80&l=ro>
11. <http://www.preferatele.com/docs/economie/12/transportul---fluvia22.php>
12. http://www.softschools.com/facts/rivers/volga_river_facts/2132/
13. <https://gifp.md/en/port-handbook/>
14. <https://mei.gov.md/ro/content/portul-international-liber-giurgiulesti>
15. <https://mtu.gov.ua/files/USACereport.pdf>
16. <https://www.danube-region.eu/>
17. https://www.danube-region.eu/images/eusdr_success_stories_ro.pdf
18. <https://www.inland-navigation-market.org/en/rapports/2017/q3/2-freight-traffic-on-inland-waterways-and-in-ports/>
19. <http://www.indexpresse.fr/project/npi-navigation-ports-industries/>
20. <https://www.ivr-eu.com/?lang=en>
21. <https://www.vbw-ev.de/en/>
22. <http://www.gfez.md/>

