



**Standing Committee  
for Economic and Commercial Cooperation  
of the Organization of Islamic Cooperation (COMCEC)**

**Proceedings of the 5<sup>th</sup> Meeting of the  
COMCEC Transport and Communications Working Group**

**“EVALUATING THE OWNERSHIP, GOVERNANCE  
STRUCTURES AND PERFORMANCES OF THE PORTS IN  
THE OIC MEMBER STATES”**

**COMCEC COORDINATION OFFICE  
March 2015**



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PROCEEDINGS OF THE 5<sup>TH</sup> MEETING OF THE  
COMCEC TRANSPORT AND COMMUNICATIONS WORKING GROUP

ON

***“EVALUATING THE OWNERSHIP, GOVERNANCE STRUCTURES AND  
PERFORMANCES OF THE PORTS IN THE OIC MEMBER STATES”***

*(February 12<sup>th</sup>, 2015, Ankara, Turkey)*

**COMCEC COORDINATION OFFICE  
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## Introduction

The Fifth Meeting of the COMCEC Transport and Communications Working Group was held on February 12<sup>th</sup>, 2015 in Ankara, Turkey with the theme of “Evaluating the Ownership, Governance Structures and Performances of the Ports in the OIC Member States”. The Meeting was attended by the representatives of 11 Member States, who have notified their focal points for the Transport and Communications Working Group namely, Afghanistan, Gambia, Indonesia, Iran, Jordan, Malaysia, Morocco, Mozambique, Saudi Arabia, Suriname, and Turkey. Representatives of COMCEC Coordination Office (CCO), Islamic Development Bank (IDB), SESRIC, Organization of Islamic Shipowners’ Association (OISA), UNCTAD, Drewry Shipping Consultants, and Hogia Transport Systems as well as some other guests has also attended the Meeting.<sup>1</sup>

The Meeting has considered two Studies. The first one was the Analytical Study entitled “Evaluating the Ownership, Governance Structures and Performances of the Ports in the OIC Member States” commissioned by the CCO which aims at describing and assessing the state of affairs of ports in the OIC Member States and provides policy recommendations for enhancing port performances. The second one was “COMCEC Transport Outlook 2014–Revised Edition” prepared by the CCO which provides a general overview of transport sector in the Member States.

During the meeting, the delegates of the Member States as well as the representatives of international institutions and private sector have shared their experiences, achievements and challenges in increasing port efficiency in their respective point of views. The discussions were also enriched by the presentations from the international organizations and private sector representatives.

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<sup>1</sup> The list of participants is attached as Annex 4.

## 1. Opening Remarks

The Meeting started with a recitation from the Holy Quran. At the outset, Mr. Mehmet Metin EKER, Director General of the COMCEC Coordination Office, briefly introduced the COMCEC and its activities undertaken to further the cooperation among the member states. He stated that the COMCEC is the abbreviation of the Standing Committee for Economic and Commercial Cooperation among OIC Member Countries and it has been serving since 1984 for almost three decades. It is the highest decision making body in economic and commercial cooperation in the OIC family. It is a ministerial level committee which gathers in Istanbul every year to discuss common development challenges and issues of the member countries. The 4<sup>th</sup> Extra-Ordinary Islamic Summit held in 2012 adopted a new cooperation framework document which is called the COMCEC Strategy. He expressed that the COMCEC Strategy aims at achieving the active participation and involvement of the member countries. In order to ensure this, there are two important instruments envisaged by the Strategy, which are the COMCEC Working Groups designed for six main cooperation areas, namely Trade, Transport and Communications, Agriculture, Financial Cooperation, Tourism and Poverty Alleviation, and the COMCEC Project Cycle Management (PCM).

With respect to the first instrument, Mr. EKER noted that the Working Groups aim at bringing relevant experts together from the member states in a regular manner to share experiences, achievements, best practices as well as to consider obstacles. Main aim of the Working Groups is to produce and disseminate knowledge regarding the common challenges and hence, provide policy approximation among the OIC Member Countries. The second instrument is the COMCEC PCM which presents simple and clear procedures and a financial framework for the implementation of the soft projects to be submitted by the member states and relevant OIC Institutions in line with the objectives of the Strategy. The common objective of this mechanism is to ensure the member countries' participation at a more practical level and facilitate the cooperation.

Furthermore, Mr. EKER expressed that the international trade between countries has grown faster than the global output over the past decades, as a result of rising levels of development and trade liberalization in emerging economies, increasing exchange of similar goods, and strong geographic fragmentation of production. He outlined that maritime transport is the backbone of international trade, with over 80% of world cargo by volume transported by sea and maritime transport reaches 46 billion tonne-miles. The projections regarding the maritime transport suggest that the growth in seaborne trade is expected to pick-up in the long run. Herein, he raised the participants attentions on some statistics related to world maritime transport in comparison to the OIC statistics. He outlined that according to UNCTAD and the analytical report specifically prepared for this meeting; the total world fleet reached a total of 1.69 billion deadweight tonnes in January 2014 while total fleet registered under the flags of

the OIC Member Countries was just less than 64 million deadweight tonnes in 2014. He emphasized that, the total fleet of the OIC countries represents 4.17% of the world's fleet in 2014. He argued that the capacity of the OIC fleet is lower than the demand generated by its merchandise trade.

Concerning the role of maritime ports and their efficiency in terms of transported volume, Mr. EKER underlined that maritime ports are of the most important link of transport chain. The efficiency of ports is an essential determinant of shipping costs. According to the OECD, improving port efficiency from the 25<sup>th</sup> to the 75<sup>th</sup> percentile reduces shipping costs by 12 percent and inefficient ports are equivalent to being 60% farther away from markets for an average country. He continued that the efficiency of the ports depends on a variety of factors ranging from adaptation to the international standards, ownership model, inter/intra-port competition, and level of containerization to port regulations. He also emphasized the critical role of containerization in raising the efficiency of ports and stimulating the growth of world trade.

Mr. EKER continued his speech with introducing the research report titled "Evaluating the Ownership, Governance Structures and Performances of the Ports in the OIC Member States". He stated that; enhancing the private sector participation in port sector, encouraging the establishment of multi-sector port regulators, and promoting the containerized trade are highlighted as some of the key policy areas in the research report. He expressed that the participants will have an opportunity to discuss all these issues for coming up with some policy recommendations in this regard.

Lastly, Mr. EKER introduced the programme of the Meeting and expressed his wishes for successful deliberations.

Mr. Naim HASSAN, Development and Strategic Planning Director, Ministry of Transport of the Hashemite Kingdom of Jordan, was elected as the chairman of the meeting.

Mr. HASSAN welcomed the participants to the 5<sup>th</sup> Meeting of Transport and Communications Working Group and expressed his thanks to attendants for electing him as the chairman. He also expressed his gratitude to the CCO for their efforts to organize such fruitful working group meetings.

## **2. The COMCEC Transport Outlook 2014 – Revised Edition**

Mr. Ekrem KARADEMİR, Senior Transport Specialist at the COMCEC Coordination Office, presented the COMCEC Transport Outlook 2014-Revised Edition. At the outset, he emphasized on how much transportation is an important topic under the COMCEC outlining that enhancing mobility is one of the three principles of the COMCEC Strategy.

After introducing the presentation content, Mr. KARADEMİR underlined five dimensions of transportation covered by the Outlook, namely transportation and trade, transportation infrastructure, transportation privatization, transport and environment, and transportation movements. He expressed that transportation and trade, and transportation infrastructure topics are directly related to the maritime ports.

Concerning to the transportation and trade, Mr. KARADEMİR demonstrated the relationship between the Logistics Performance Index (LPI) Scores and total exports of goods (excluding oil) by the member states. He stated that the member states having higher LPI scores have higher exports and are better engaged in global trade such as Malaysia, Turkey, Saudi Arabia and Lebanon. He demonstrated a similar relationship between the LPI scores and Global Competitiveness Index Scores. In terms of this relationship, member states, such as UAE, Malaysia, Turkey, and Saudi Arabia, with higher LPI scores tend to be more competitive. Furthermore, he demonstrated the change in total fleet by flag of registration for the period 1998-2013. In this regard, he noted that almost 90% of total global trade is realized through maritime transportation however, the OIC member countries outperformed the world averages in 1998-2013 period. He also demonstrated the change in the liner shipping connectivity index and the burden of custom procedures by OIC Sub-regions in the 2007-2011 period.

Mr. KARADEMİR shared some figures in terms of container port traffic in OIC member states and change in total fleet around the world. He stated that since 1998 till today, the total fleet has been increased almost fifteen times. In parallel to this, the share of containerized cargo has been impressively increasing compared to the dry cargo. The transformative and revolutionary characteristics of containerization has some important implications in the transportation sector and it necessitates the transformation of the related transportation plans or strategies accordingly. Regarding the quality of transport infrastructure in different modes such as road, rail, maritime, and air transport, the OIC performed below the world averages. Within the Sub-regions of the OIC, OIC MENA seems to be the best performing among the OIC Sub- regions.

Concerning the transportation privatization, Mr. KARADEMİR informed the participants on the timeline of the initial transport PPI (private participation in infrastructure) projects in the OIC



Member States. He outlined that the first PPI project was realized in Indonesia in 1990 and followed by Malaysia (1991), Mozambique (1993) and Turkey (1994). Regarding the PPI projects distributed to the transport infrastructure, road transport accounts for nearly 50 percent. For the transportation privatization issue, he mentioned about the following requirements for a successful implementation of a PPP/PPI project,

- Political and economic stability
- Sound legal framework
- Institutional capacity
- Political commitment and support
- Transparent and competitive tender procedures free from corruption
- An organized and developed domestic private entrepreneurship (including financial institutions and construction companies)
- Public acceptance and support,

Regarding the relation between transportation and environment, Mr. KARADEMİR shortly touched upon the greenhouse gas emissions by sources in the OIC member countries.

Furthermore, Mr. KARADEMİR gave some information on transportation movements in the OIC Member Countries. He presented some figures related to the air passengers carried in the OIC Member Countries in 2012. Then, he noted that Turkey in OIC-MENA, Nigeria in OIC-Sub-Saharan Africa and Indonesia in OIC-Asia are the countries which have the highest passenger level in each OIC sub-region. He shared some data concerning the rail passenger and rail freight carried in the OIC sub-regions between 1992-2011 as well as container port traffic between 2000-2011.

Underlining the great diversification in transport sector among the member countries and considerable potential for cooperation in the transport industry, Mr. KARADEMİR concluded his presentation with emphasizing the following factors required for the development of the transport sector in the member countries:

- Having a sound policy framework,
- Feasible projects and well-planned project pipeline
- Right cooperative approach,
- Institutional capacity and human resources development and
- Accumulation of expertise.

**Question(s):** The Chairman raised a question with respect to the relationship between transportation and consumption of energy. He asked that would it be the real solution for the next generations to adopt environmentally friendly policies in transportation sector.

**Answer (s):** Mr. KARADEMİR responded that the urban transport should be completely separated from the other modes. The green policies should be adopted in the urban transport for a sustainable and livable environment. He also noted that road transport relatively causes more pollution than the other modes of transport such as rail and maritime. At that point, the establishment of the intermodal connections is of vital importance. Therefore, other modes should be more supported rather than road sector.

**Comment (s):** The representative of the Malaysia underlined the importance of adoption of international conventions in the field of maritime transport and other legal instruments designed under the International Maritime Organization (IMO) to enhance the technical capacity and capability of the OIC member countries.

**Question(s):** The representative of Turkey raised a question on whether there is a correlation between the GDP and LPI Index of a country.

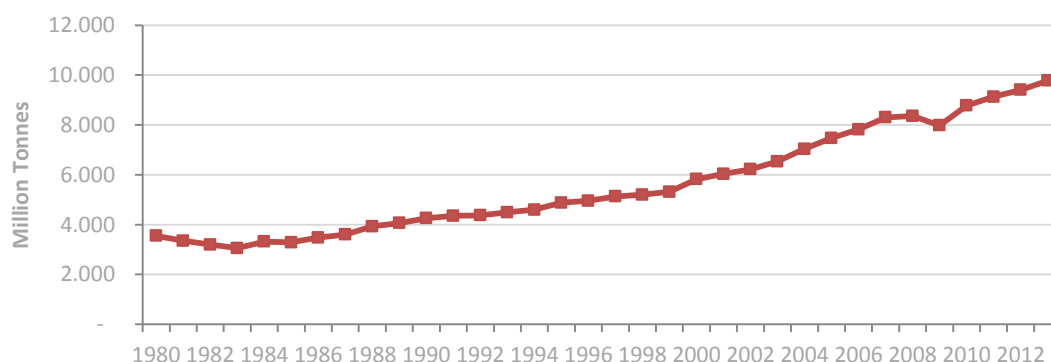
**Answer (s):** Mr. KARADEMİR responded that although there is a correlation between these two, this relation is not too strong. Because there are some other components that do not have a direct impact on GDP as much as on the LPI score such as geographical position and political situation of the country.

### 3- The Latest Global and Regional Trends in Port Sector

Mr. Dinesh SHARMA, Senior Manager at Drewry Shipping Consultants made a presentation on the latest trends in the port sector. At the outset of his presentation, he expressed that the global trade has been consistently growing over the past few years with only an exception in 2009. Since 2000, the growth in seaborne trade has been much more higher.

Mr. SHARMA noted that there are a number of factors that drive the global seaborne trade which are basically; population growth, urbanization, industrialization, shift of manufacturing etc. He demonstrated the participants a figure presenting the development of seaborne trade as given below.

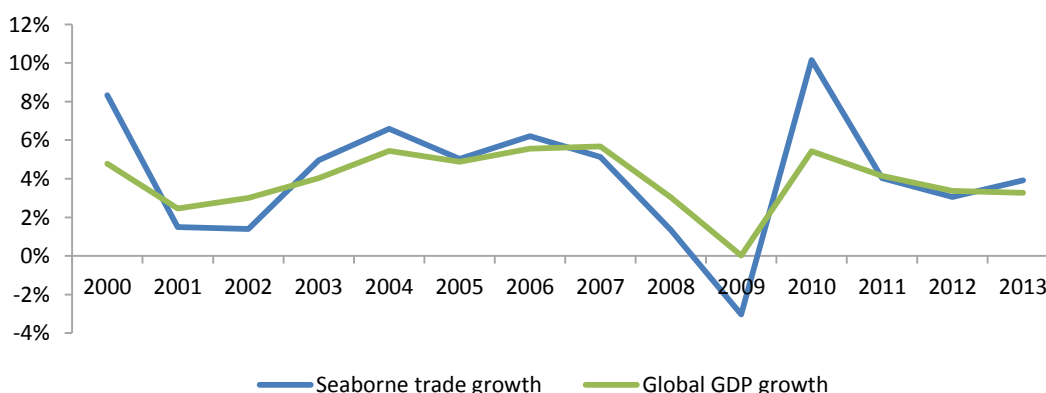
**Figure 1: Development of global seaborne trade**



Source: Drewry Maritime Research

Mr. SHARMA emphasized that the global GDP is one of the best indicators to take a long term view. The global trade very closely follows the seaborne trade as seen in the figure below.

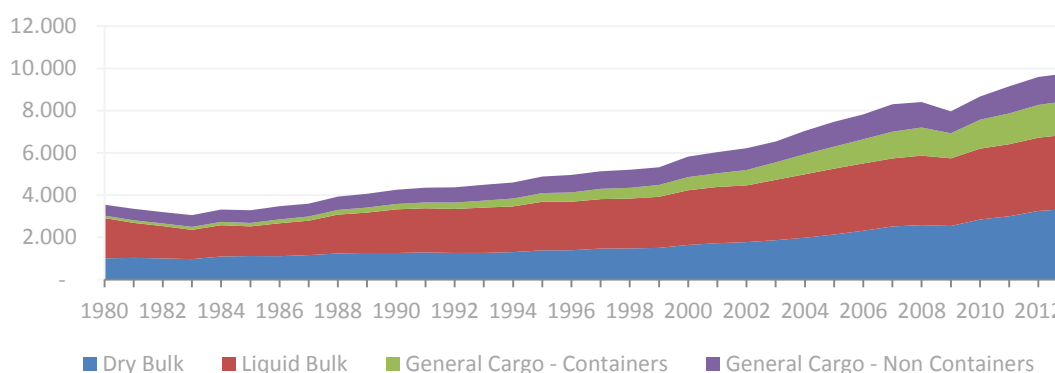
**Figure 2: The relationship between global seaborne trade growth and global GDP growth**



Source: Drewry Maritime Research

He also showed the components of the global seaborne trade by mentioning that dry bulk and liquid bulk are the largest components of seaborne trade. Their share were about 77% percent in 2000 and 70% in 2013. Their share are diminishing whereas shares of container and non-container general cargo are growing up from 22% to 30% percent in 2013. Therefore, container and non-container general cargo increasingly play important roles in global seaborne trade. He outlined that the historical growth rate of containers by far exceeds the growth rate of any other sector by growing at 8.3% annual growth rate. He also underlined that containerized cargo is the key component in growing of global seaborne trade.

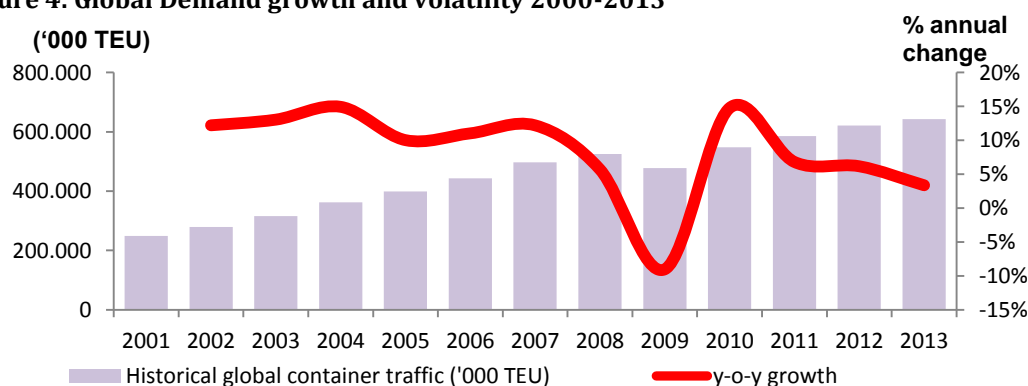
**Figure 3: Global seaborne trade – Key market segments**



Source: Drewry Maritime Research

Mr. SHARMA also touched upon the trend in demand growth in the container traffic as can be seen in the figure below.

**Figure 4: Global Demand growth and volatility 2000-2013**



Source: Drewry Maritime Research

Mr. SHARMA continued his presentation outlining the demand and capacity forecast in terms of container traffic. He emphasized that fastest growing regions' forecasts to be West Africa,

China and North Africa, (these are growing much faster than the global average) whereas the slowest growing regions' forecasts to be East Africa, Northwest Europe and West Coast North America (these are growing much slower than the global average). Although, global container port throughput is expected to exceed 840 million teu by 2018, growing by 5.6% per annum on average, there is no enough capacity being planned for even this per annum growth project. Globally, average terminal utilisation is forecasted to increase from 67% in 2013 to 75% in 2018; although there are wide variations at the sub-regional level.

As the second trend in container traffic, he noted that regarding the shipping lines there are three things going to happen: the deployment of ever-larger containerships, expansion of shipping line alliances, and financial pressures on shipping lines. He noted that the third trend is related to the terminal operators. There is cooperation among global/international terminal operators on the rise, rapidly emerging international terminal operators/owners.

Furthermore, Mr. SHARMA shared his observations with respect to the terminal industry performance. He mentioned that when it is looked at the actual performance of a sample of around 500 terminals worldwide, each with a throughput of above 200,000 teu per annum in the three key aspects of container terminals: Quay line, Yard and Ship-to-shore gantry cranes, it will be seen a large variance in the performance of the quay line. Between 2011 and 2013, Middle East, South East Asia, and Far East have an increase in handling greater volumes in quay lines, whereas North Europe, Africa, and South America have less volume per meter quay lines.

Mr. SHARMA also explained the trends in privatization of port terminals. There is an increase in the freight volume being handled by the private terminal operators. Terminal industry itself is quite attractive and profit margins are very high. Besides, private terminal operators began to cooperate in order to be able to meet demands of big shipping lines.

Concerning the trends in the access to private capital and access to expertise in the port sector, he expressed that even the landlord operations have been privatized recently. Therefore, the state or the port authority has been exposed to perform the function of regulator any more. He also noted that since the port sector is inherently very profitable, financial investors generally pay more attention to it.

In conclusion, Mr. SHARMA shared his views on the question that what will the container shipping and port sector look like in 5 years within the perspective of the Drewry. He expressed that the sheer scale of today's container port industry is 642 million TEU, whereas it is expected to increase 842 million TEU in 2018. He also categorised the expectations as "no changes" and "big changes". He said that the empty containers' share is around 20% currently, while typical EBITDA margins (gateway terminals) are around 40%. Typical EBITDA margins

(transshipment terminals) are about 20%. These shares will likely to remain the same in 2020. However, big changes will occur in other subjects. For example, currently, the largest container ship has a capacity of 18,000 teu, super post-Panamax gantries is 1,160, world port teu throughput is 623m, global transshipment teu is 175m, Asian ports' share of world teu is 56%, Chinese ports' share of world teu is 30%, whereas in 2020, the largest container ship (teu) will be 22,000+, super post-Panamax gantries will be 2,000+, world port teu throughput will be about 1 billion, global transshipment teu will be about 320m, Asian ports' share of world teu will be 65%+, Chinese ports' share of world teu will be 40%+.

## **4- Assessment of the Institutional and Governance Structures in OIC Ports**

### **1. Ownership and Governance Structures in OIC Ports**

#### **1.1 Institutional structure of OIC ports**

Mr. Khalid BICHOU, President, Khalid Bichou & Associates Ltd., the consultancy company, made two presentations where he outlined the results of the analytical study on evaluating the ownership, governance, and performance of ports in OIC member states. In his first presentation, Dr. BICHOU gave an account on various models for classifying port organisational and institutional structures. He then outlined that existing institutional port models are categorised by one or a combination of the four following factors:

- The ownership structure (public, private, or both),
- The operation and management of port assets (basic nautical infrastructure, terminal infrastructure, marine services, cargo handling, etc.)
- The administrative organisation (federal, national, regional, state, local, etc.), and
- The degree of devolution of making (statutory independence, financial autonomy, etc.).

Based on the above categorisation, the study shows wide variation in institutional structures across OIC ports. Broadly, four main were identified:

- a. The public-service model where the public sector owns, develops, and maintains both port infrastructure and superstructure, manages all cargo handling and terminal operations, and performs on its own all other statutory and commercial port functions. This model was particularly followed in Gambia, Iraq, Kuwait, and Qatar.
- b. The landlord model where the public sector owns and develops basic and/or terminal port infrastructure while the development of port superstructure and the provision of terminal operations are controlled by the private sector. This model was widely found in Bahrain, Iran, Nigeria, Saudi Arabia, and Suriname.
- c. The hybrid landlord public-service model where a combination of landlord and public service structures is used, for instance through a public port authority acting as a landlord entity while an affiliated public port enterprise acting as the operating entity. This model

was found in countries such as Egypt, Jordan, Indonesia, and Morocco where port reform and institutional restructuring has not fully matured yet.

- d. The autonomous port model, whereby a public port enterprise develops and operates the port while enjoying a high degree of financial autonomy and independence from central Governments. This model was mostly found in the French-speaking African OIC countries of Benin, Cameroun, Cote d'Ivoire, Mauritania, and Senegal.

Elsewhere, the institutional port structure was found to depict unusual combinations within some OIC member states. For instance, the port sector was found to comprise both private and corporatized ports in Malaysia, both private and public-service ports in Turkey, and both trust and landlord ports in Pakistan.

## 1.2 Private sector participation in OIC ports

In terms of the scope and form of private sector participation (PSP) in OIC ports, the study found that most OIC countries have embarked into a process of partial privatisation of their port sector, mostly through public-private partnership (PPP) schemes. Ports PPPs have been widely popular since the 1990s including in many OIC countries. New institutional and regulatory frameworks allowing PSP in the port sector have been driving PPP projects in OIC ports, but other factors such as economic and budget constraints and the demand for incremental port capacity have also played a major role behind PPP popularity in OIC ports. According to the World Bank PPI database, there were 71 public-private-partnership (PPP) seaport projects in the OIC countries between 1991 and 2013. Even though, few OIC countries have so far fully used the BOT (Build-Operate-Transfer) PPP model, and only two countries, Malaysia and Turkey, have allowed a full divestiture of (some) of their port assets.

**Table 1: PPP and investor type in selected OIC container ports**

	Agaba	Ambarli Kumport	Ambarli Marport	Apapa	Casablanca East	Casablanca West	Doraleh	Jakarta Int.	Jeddah Northern	Jeddah Southern	Maputo	Mersin	Northport	Qasim Int.	Tanjung Pelepas	Salalah	Dakar 1	Tangier Med 1	Tangier Med 2	Westport
Management of existing facilities																				
Development of new facilities																				
Joint venture model																				
Divestiture model																				

Source: Consultant

### **1.3 Assessment of institutional and governance performances**

In his assessment of institutional and governance performances of the port sector in OIC countries, Dr. BICHOU highlighted a number of gaps and shortcomings.

At the institutional level, inadequate functional fragmentation in countries such as Jordan, Morocco, Senegal, and Turkey has been the main cause behind the frictions among various public port agencies and the lack of clear rules for separating port policy, regulation, and operations between those agencies. Secondly, cross-ownership arrangements between port authorities and public port companies in countries such as Egypt, Indonesia, and Mozambique has inhibited inter-port competition and encouraged cross-subsidisation. Thirdly, the combination of statutory and commercial roles by public port agencies in countries such as Qatar, Kuwait, Iran, and Pakistan was found to be the major cause of inertia and economic inefficiency.

At the governance level, the analysis of technical regulation has found that while most OIC countries are up to-date vis-à-vis international port and maritime safety regulations, some countries such as Guinea-Bissau, Iraq, and Djibouti are particularly lagging behind and must step-up their efforts with regards regulatory compliance. On market and economic regulation, the assessment of market access shows most OIC countries not imposing specific barriers against WTO (World Trade Organisation) rules in port cargo handling and auxiliary services. However, the assessment of port competition shows limited intra-port competition and scant use of service unbundling in most OIC ports.

**Comment (s):** The representative of the UNCTAD made a comment on some issues raised during the presentation. He underlined that there are two essential key points to improve the efficiency of any ports. The first one is having a long term vision which enables ports to be gateways for international trade in the long run. The second key point is the hinterland connections of the ports. Beside the marine side of the ports, the inland side of ports shall also be considered with all its aspects, since without better hinterland connections efficiency of a port has no meaning.

## **2. Assessing Port Efficiency in OIC Member States**

### **2.1 Port Performance and Logistics Efficiency in OIC Countries**

In his second presentation, Dr. BICHOU started by underlining the economic, trade, and policy objectives for assessing and benchmarking container port performance in the context of this study. He then provided a brief introduction on the models, data, and variables used for evaluating and benchmarking port efficiency, including the selection of 15 OIC ports and 3 reference ports and the use of the 2009-2013 timeframe for the purpose of this study.

### **2.2 Port performance analysis**

On the measurement and benchmarking of OIC port performance, the results show that on average the OIC ports under study are 10-20% less efficient than the best-in-class



international ports. There is however a wide variation across OIC ports, from internationally-comparable highly efficient ports to consistently low performing and service deteriorating terminals. Yet, some OIC ports have indeed shown quantum leaps in their operational efficiency over the relatively five-year (2009-2013) short period of this study.

The analysis of port performance also shows that there is a high correlation between institutional structure and port efficiency, traffic type and port efficiency, handling configuration and port efficiency, and terminal size and port efficiency. Those results have direct and wider implications on port investment, planning, competition, operations, and technology and policy, and should therefore be taken into consideration in strategy and policy decision making and reform.

In a similar vein, the analysis of productivity change confirmed the general trend of decreasing efficiency in OIC ports vis-à-vis their international benchmarks but with varying degrees of productivity change both across pairs of years and between OIC port terminals. Furthermore, the results show that during the study period much of port efficiency was driven by scale (or size) effects rather than pure technical or technological effects. This shows that there is ample scope to improve port performance.

## **2.3 Analysis of trade logistics efficiency**

The analysis of logistical efficiency shows varying degrees of liner connectivity across OIC countries with those having large gateway and transshipment ports largely benefiting from a high shipping connectivity while those with poorly operated ports and those with relatively isolated port locations suffering from poor maritime connectivity. In terms of logistics performance, various indicators show that OIC countries are still lagging behind the best international performers with a particularly high logistics and trade costs being born by landlocked countries and small-island developing states (SIDS).

## **3. Institutional and Performance Recommendations**

The current industry structure and regulatory framework of OIC ports encourages cross-ownership, cross-subsidisation and under-investment, eventually exacerbating existing bottlenecks and generating further loss of economic efficiency. International comparisons also suggest that OIC ports are generally under-performing by international standards.

Globally, Private Sector Participation (PSP) in port operations has been growing strongly; but change has been slow in many OIC ports. Countries leading the way in private participation have been able to attract significant private capital investment to refurbish port infrastructure and modernise cargo handling equipment. Under private management, ports usually improve operational productivity and service quality while reducing costs.

However, without adequate competition, or economic regulation where applicable, efficiency gains cost reductions in ports may not be fully realised. Achieving and sustaining productivity improvements depends on the extent to which competitive pressures can be brought to bear,

either between or within ports. In particular, dominance by single or state-owned port operators should be avoided.

The study suggests a number of institutional, governance, performance, and policy recommendations for OIC ports, as shown below:

- **Institutional and governance recommendations**

1. Formulate Port Policy Statements and Long-Term Strategic Orientations
2. Clarify Responsibilities and Reduce Institutional Fragmentation
3. Encourage Private Sector Participation and Devolve Landlord Port Structures
4. Promote Inter-Port and Intra-Port Competition
5. Establish Port Economic Regulators
6. Set-up Port Stakeholder Groups and User Councils

- **Performance and policy recommendations**

7. Compile and Publish Detailed Port KPIs
8. Conduct Port Performance and Yardstick Benchmarking
9. Improve Port Performance through Competition and PSP
10. Incorporate Performance Requirements in Concession Agreements
11. Upgrade Port Assets and Invest in Technology to Improve Port Productivity
12. Improve Trade Logistics Efficiency to Reduce Port Costs and Delays

**Question(s):** The delegate of Morocco asked whether efficiency of the terminal means efficiency of the port, if not how to separate these two concepts from each other?

**Answer (s):** Mr. BICHOU answered that these two types of efficiency are completely different from each other due to their totally dissimilar traffic. The way to measure the efficiency of a terminal is making comparison with other terminals having the same type of traffic. On the other hand, regarding the port level there are two types of performance to be considered in measuring the port efficiency: operational performance and trade logistics performance.

## **5- Member Countries' Presentations**

### **a. Iran**

Mr. Mohammed RASTAD, General Director, Ports and Maritime Organization made a general presentation on his country's ports and their efficiencies. Mr. RASTAD started his presentation by explaining the total capacity of the Iranian main commercial ports. He stated that while the total capacity of the main commercial ports was 160 million ton in 2010, this capacity has increased 190 million ton in 2014 and relatively the total container capacity has increased 7 million TEU in 2014.

Mr. RASTAD carried on his presentation by giving detailed information on the main ports (Shahid Rajaei, Imam Khomeini, Chabahar, Bushehr, Anzali, Amir Abad, Nowshahr) in Iran. He concluded that while Iran recently made a breakthrough in enhancing port efficiency, thanks to the development plans prepared specifically for each commercial port in Iran, the efficiency will be furthered.

### **b. Jordan**

Mr. Mohammad DARDASAWI, Port Expert made a presentation on the maritime ports development and construction projects in Jordan. He started his presentation by introducing the Aqaba Special Economic Zone (ASEZ) generally. He expressed that the Aqaba Special Economic Zone (ASEZ) was launched in 2001 as a duty-free, low tax multi-sector development zone. It encompasses an area of 375 km<sup>2</sup>. ASEZ is regulated by the Aqaba Special Economic Zone Authority (ASEZA), which has been mandated with all authorities to manage, regulate and be the municipality for the ASEZ. ASEZA has a truly enabled one stop shop and is the single point of contact for all the needs of investors to establish/register their companies, set-up/construct their project and operate them.

Then, Mr. DARDASAWI emphasized on the Aqaba Development Corporation (ADC) by saying that Aqaba Development Corporation (ADC) was launched in 2004 with the objective of unlocking the potential of the Aqaba Special Economic Zone (ASEZ) by accelerating its economic growth and development. Launched by ASEZA and the Government of Jordan, ADC owns Aqaba's seaport, airport and strategic parcels of land as well as the development and management rights for these assets in addition to key infrastructure and utilities.

Mr. DARDASAWI continued with giving detailed information concerning the master plans for their ports and construction process of the new ports in Jordan. He concluded his presentation underlining the importance of the capacity building and technical assistance programmes in promoting the efficiency of the port services.

### **c. Malaysia**

Mr. Muhammad Razif AHMAD, General Manager, Johor Port Authority made a presentation on the overall state of the ports in Malaysia. Underlining the importance of the port performance in enhancing the bilateral and multilateral trade, Mr. AHMAD stated that there are three different kinds of ports in terms of their ownership in Malaysia; which are federal ports, state ports, and private ports. Then, he touched upon the privatization process of the maritime ports in Malaysia saying that Klang Port has been privatized in 1992, Johor Port in 1995, Kuantan Port in 1998, TG Pelepas & Bintulu in 1999, and Penang in 2014.

Concerning the better utilization of the port services, Mr. AHMAD emphasized that interport competition is essential. The more competition means simply better utilization of port services. For this reason, the Government of Malaysia attaches utmost importance to the interport competition and provides a good ground and facilities for a healthy competition. He added that the container cargo consists 64 per cent of the total cargo in Malaysia.

Mr. AHMAD continued by underlining the typical key performance indicators related to the maritime ports. He enlisted the indicators as followings;

- Berth utilization (%)
- Berth turnaround time
- Crane movement (box/hour)
- Box per movement per vessel/hour
- Haulage turnaround time
- Waiting time for pilot

At the end of his presentation, Mr. AHMAD drew the attentions of the participants on the legal instruments implemented in the field of the port sector and governance structures of port authorities in Malaysia.

### **d. Morocco**

Mrs. Sanae El Amrani, Head of the Planning and Funding Division, Ministry of Equipment, Transport and Logistics made a presentation on the National Port Strategy on the horizon 2030 of Morocco. She kicked off by introducing the content of his presentation.

At the first part, she touched upon the general context and issues concerning of the international maritime traffic over the world. He stated that 90% of international trade is realized by maritime transportation and 7.5 billion tons of goods pass through the maritime ports. 30% of 17 million cruise passengers are European and the largest ports are located at the East Asia, Europe and North America. By expressing these quantitative statistics, she attracted the attentions to the Morocco's strategic position at the intersection of main maritime routes. In addition to the Morocco's strategic position, she demonstrated the strenghts, weaknesses, opportunities and threats of the ports located in Morocco. With respect to the objectives and vision of the National Port Strategy, she expressed that the general

objective is to create efficient ports which are catalysts of competitiveness of the national economy, drivers of regional territorial development and key players in positioning Morocco as a logistics platform in the Mediterranean Sea. Then, she expressed the vision as supporting the competitiveness of the economy, capturing a market share of international seaborne trade and cruising traffic and integrate the port system within the regional transportation network, and contributing to the regional balance of the kingdom and promote social and human development.

At the second part, she continued with highlighting the financing of the projects within the framework of the National Port Strategy 2030. She stated that the cost of planned port projects, which are included in NSP 2030, for the next 20 years, is estimated at 6.5 billion dollars. He said that these projects are going to be financed by state, contributions of the port agencies and public private partnership programmes.

At the third part, she briefed the meeting the eligible projects in Morocco for a public private partnership programmes. These are the new Atlantic Port of Kenitra which will be used as a general port, the new port of Jorf Lasfar which will be used as liquefied natural gas port, and the new Atlantic Port of Dakhla which will be used as fishing industrial port. Then she explained the main studies resulted from the three eligible projects in detail.

At the conclusion part, she emphasized the importance of the projects being implemented in the field of the maritime ports and their added values to the total GDP of Morocco.

#### **e. Mozambique**

Mr. Pedro Miguel MURRERIUNA, Head of Department of Cooperation made a presentation on port concessions in the Mozambique. To begin with, he stressed that the process of concessions began in the late 90s with the aim of involving the private sector (domestic and foreign) in the reconstruction, exploration and development of rail and port systems for it to be modern, competitive, efficient, market-oriented and financially viable. Then, he gave detailed information on the existing port concessions in the Mozambique.

Furthermore, Mr. MURRERIUNA expressed the key challenges and constraints faced in Mozambique in the field of the maritime ports. He said that quick analyses of the developments that are happening in the region indicates that the national ports could sheep largest cargo volumes if they had the ideal conditions to compete in the market, whether regional or global. Such conditions can be seen in three perspectives/approaches:

- Transport infrastructure that allow the connection of ports with their region of influence, including railways, roads and waterways;
- Infrastructural basic conditions of the ports themselves in terms of access channels (depth and signalling), berths (length and depth), handling equipment, among others;
- Side/complimentary services associated with port activity.

Regarding the first challenge, he underlined that single railway lines with limited crossing loops, speed limitation to 60km/h or even less, due to construction characteristics and shortage of rolling stock (locomotives and wagons) simply limit the amount of cargo handled by ports. To address these challenges, the following projects are underway or in the pipeline:

- Rehabilitation of the South railway system and each of its railway lines (Ressano Garcia, Goba and Limpopo, as well as the extension of Salamanga) with the ultimate goal of increasing its capacity
- Rehabilitation of the Center railway system (lines Machipanda and Sena);
- Rehabilitation of North railway system (lines of Nacala and Cuamba-Lichinga);
- Construction of Railway Line linking Moatize to Macuzi (514 km long)

Concerning the second challenge, port infrastructures, he stated that the national ports (excluding Nacala and Pemba) have limiting access channels, allowing, with proper care, the entry of vessels with capacities of up to 35,000 tones (Beira) at high tide and 50,000 tones (Maputo) also at high tide and, in some cases, night navigation is impossible due to defective signalling. With regard to the docks, it is noted that the depth of the piers does not exceed 12m, and only a small part of them reaches this level, limiting the amount of cargo per ship. Regarding the liquid bulk, the great limiting factor is the capacity of the tank farms installed in ports. The ongoing actions and/or in portfolio that aim to solve or minimize these problems:

- Rehabilitation and expansion of the Commercial Port of Nacala;
- Construction of Coal Terminals in Ports of Beira and Nacala-a-Velha;
- Construction of fuel and liquid bulk terminals in the Ports of Nacala and Pemba;
- Acquisition of 4 tug-boats to improve Maritime Services of Beira and Pemba ports.

With respect to the third challenge, he emphasized that if we consider that productivity is measured by the amount of cargo handled per unit time, the customs control services are viewed as being too bureaucratic, consuming excessive time and financial resources that at the end of the day, end up reducing the flow capacity of loads by national ports.

In conclusion, Mr. MURRERIUNA summarized that, in general, all concessionaires are complying with the minimum that is required from them and they all have good prospects for the future, both in business and economic sense for the country. Portfolio investments will significantly increase the response capacity of ports to the demand of the region and the positive trend of the results of concessionaires is bringing the financial strength necessary for raising capital.

#### **f. Turkey**

Mr. Hidir İlyas KARABIYIK, an Expert from the Ministry of Transport, Maritime Affairs & Communication made a presentation on Turkey's experiences and future plans related to the maritime port sector. Before starting, he briefly outlined the content of his presentation.

First of all, Mr. KARABIYIK underlined the total world seaborne trade and Turkey's share in this amount. He stated that world seaborne trade has increased to 9.6 million tons in 2013 and world merchant fleet has increased to 1.69 billion DWT in 2013. The Turkey's share in terms of seaborne trade was 0.8 percent in 2013, whereas in the merchant fleet it was 1.9 per cent. Additionally, he expressed that almost 20% of Turkish international seaborne trade is carried out with COMCEC member countries.

Secondly, Mr. KARABIYIK touched upon the international transportation projects which are been implemented in Turkey. He expressed that maritime sector is the most dynamic and competitive sector in the world that covers many different fields of activities and acts accordance to the international rules and procedures. Therefore, Turkey is revising and developing the sector, with the contributions of international and regional organizations like IMO, OECD, WTO, and the EU. Within this perspective, Turkey's maritime sector and ports are very active in international organizations like IMO, Economic Cooperation Organization (ECO). Some important transportation projects like Traceca, TEN-T, TINA, Motorways of the Sea and some of the Traceca, Pan-European, and BSEC corridors are passing through the Turkey.

Moreover, Mr. KARABIYIK shared his views on the importance of the port management issue by stressing that ports, which are the exit and entrance doors of economy, should be used effectively, managed and run well for the purpose of providing sustainable development and proper and rational usage of national resources, and balancing inter-regional differences in terms of development. He said that in general, there are four main port management systems in the world; service ports, tool ports, landlord ports, and fully privatized ports.

Mr. KARABIYIK continued his presentation by giving brief information on the ports open to the international traffic. He said that more than 85% of Turkish foreign trade is being carried out via maritime sector. Now there are 180 ports coherent with the ISPS Code and open to international traffic. Then, he highlighted the Turkish Ports Master Plan-2030.

Furthermore, Mr. KARABIYIK touched upon new port investment projects expressing that there are three important projects which are being implemented in Turkey. First of all, Çandarlı Port has been constructed in İzmir, west coast of Turkey. İzmir region as being the second largest economy in Turkey has a great movement in means of import and export. It will act as a hub in the multimodal transportation line for the traffic between Far East, Europe and Black Sea Countries and will act as an alternative new port of the West Anatolian Hinterland. The second project is the Mersin Port, South coast of Turkey. This port will form a gateway position not only for Middle Eastern countries (particularly Iraq) but also Caucasian, landlocked Asian, and the CIS countries. Mersin Port has been already recognized as a motorways of the sea port. It will also serve as a gateway for cargo originating from and destined for Central Anatolia, including the Ankara Metropolitan Area (AMA). The third project is Filyos Port which is planned to be constructed in the North coast of Turkey. It will serve alleviation of maritime traffic via the Turkish Straits, develop trade with respect to other emerging markets in the Black Sea region, and create synergy with proposals to develop power generation activities in the region.



At the end of his presentation, Mr. KARABIYIK touched upon the cooperation topics that Turkey is ready to share her experiences with member countries. He enlisted these topics as follows;

- Capacity Building&Exchange of Experts:
  - PSC/FSC Application
  - Port management
  - Green port
- Facilitation of cross border procedures
- Contribution of Joint Venture between maritime companies
- Encourage NGO's and private stakeholders

**g. Gambia**

Mr. Ramatoulie CEESAY, Transport Planner, Ministry of Transport, Works and Infrastructure made a presentation on the port sector in Gambia. He started his presentation by introducing the Port of Banjul. He stated that Port of Banjul is the countries only seaport and is located at the mouth of River Gambia. It is managed by Gambia Port Authority (GPA) together with the Banjul Shipyard, the Gambia Maritime Administration, the Gambia Ferry Services and Banjul Fisheries Jetty. Additionally, he expressed that Gambia Port Authority corporate strategy envisages transforming Banjul port into a key distribution and transshipment centre for the West African Sub Region.

Mr. CEESAY continued his presentation by making a situational analysis regarding the Banjul Port. He underlined that The Gambia Coast is situated near the Inter-Tropical Convergence-Zone (ITCZ) which separates the converging trade winds at the northern and southern hemispheres. Banjul Port sits in a enhanced location geographically and geopolitically. Expansion and maintenance of the port enhances its superiority over competition from neighbouring ports. The Cargo going through Banjul Port has been increasing gradually. He also emphasized that the Port of Banjul provides transit trade for Guinea-Bissau, Guinea-Conakry, Mali etc.

Lastly, Mr. CEESAY brought the attentions to the some recommendations in order to promote the performance of the Banjul Port as followings;

- The rehabilitation of the North and South Container Terminals
- Construction of a new container terminal
- Acquisition of 2 new generation ferries
- Construction of new ferry landing facilities and rehabilitation of existing ones
- The rehabilitation and upgrading of the Banjul Shipyard
- Procurement of cargo handling equipment



#### **h. Afghanistan**

Mr. Abdul Basir RAHMANI, Expert, Ministry of Transport and Civil Aviation made a brief presentation on the transportation sector in Afghanistan. He expressed that Afghanistan is a land lock country, but based on importance of (PPP) model and bringing infrastructure to the market economy they are looking to build and establish dry ports in locations that can respond to the current needs. Currently no ports are operating or functional in Afghanistan but in the future they will encourage competition in dry ports using regional and global experience.

He continued his presentation with highlighting the general transportation policies of Afghanistan as followings;

- Reconstruct, renovate and development Transportation infrastructures.
- Revision to the transportation old laws and legislation.
- Harmonizing & development regional transportation activities.
- Linkage transportation relation to other global nations.
- Human resource capacity building.
- Providing technical and operation safety.

Lastly, Mr. RAHMANI summarized his country's immediate needs in the field of transportation. He enlisted these needs as follows;

- Renovate air transportation system and air control.
- National Bus infrastructure reconstruction.
- Update, and Modernized Boundaries.
- Transportation companies should be standard.
- Vehicles technical inspection sinters necessity.
- Afghan Transport Companies should be to transport goods to neighboring countries (including Pakistan) and to third Destination.
- Visa provision should be facilitated to Afghan drivers Afghan trucks should be allowed to load Afghan Transit Goods (ATG) from ports in Pakistan.
- Illegal, extra charges/fees should be eliminated on Afghan trucks.
- Perishable goods should not be dally in customs, also in the rout of transit.

## **6- Private Sector/International Institutions' Perspectives on Port Efficiency**

### **a. UNCTAD: "The Role of Port Authorities in Port and Hinterland Connections"**

Mr. Vincent F. VALENTINE, Division on Technology and Logistics, UNCTAD, made a presentation titled "The Role of Port Authorities in Port and Hinterland Connections". To begin with, he underlined the work done by UNCTAD in maritime sector. He said that basically UNCTAD makes research, works with the governments, and gives technical assistance and capacity building to its member countries in need.

With regards to the projects handled by the UNCTAD in the field of the maritime port sector, he highlighted that Automated System for Customs Data (ASYCUDA) Technical Assistance Programme and Port Training Programme are two most important projects of UNCTAD in this area. Regarding the ASYCUDA, he said that this programme is one of the largest programmes available in 94 UNCTAD Member Countries which helps developing countries to collect data on traffic going through the maritime ports. On the other hand, there are 4 port training networks; Portuguese, Spanish, French and English and 70 different ports in the Port Training Programme. In order to facilitate the coordination between member countries and UNCTAD, National Steering Committees have been established in each country. He also showed the participants the outcomes of this programme in figures from 1998 to 2014 as well as the topics covered by the 8 different modules.

Concerning the UNCTAD's research studies, Mr. VALENTINE underlined that UNCTAD publishes regular and ad-hoc studies including the important informations related to the maritime ports. "Transport Newsletter" and "Review of Maritime Transport" are regular publications containing a part related to maritime ports, whereas "The Way to the Ocean (2013)" and "Guidelines for Port Authorities and Governments on the Privatization of Port Facilities (1998)" are examples of ad-hoc studies specifically conducted in the field of maritime ports.

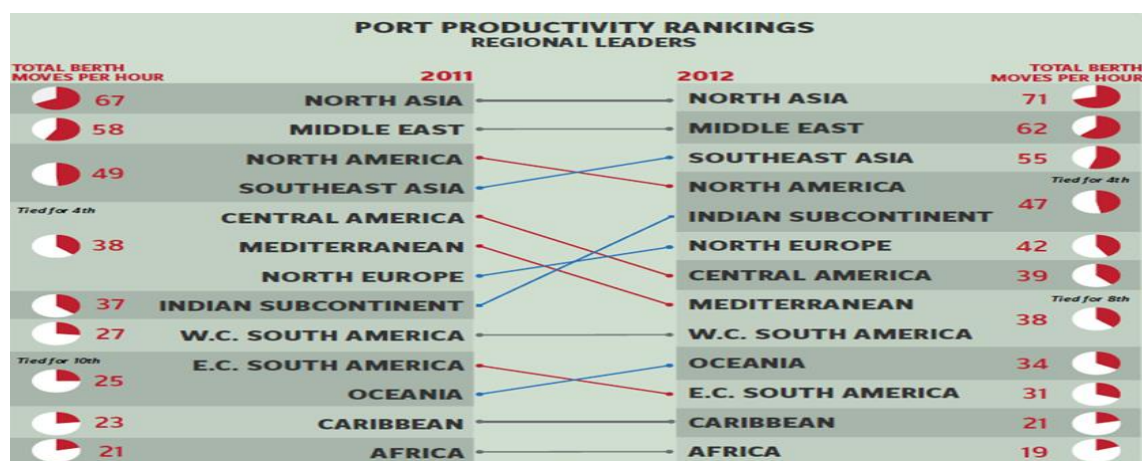
Concerning the future role of the port authorities, he outlined that according to the private sector point of view, the port authority merely constitutes an additional layer of bureaucracy and consequently use a substantial amount of national economic resources without generating measurable output. At best, the port authority shall be a landlord-type company which solely responsible for managing the port's real estate. Here, landlord means the regular source of income which makes the port authority sustainable and able to collect data on a regular base. Furthermore, what is needed in modern port management is the capacity to command and flexibility to deliver, and control long-term vision. Private involvement in ports is not synonymous with the redundancy of a port authority-type organization. Instead of acting as the omnipresent, omnipotent and autocratic body, responsible for everything, a modern port authority shall concentrate on the efficient provision and execution of five fundamental functions:

- The landlord function;
- The policy-making and planning function;
- The regulatory, supervisory and surveillance function;
- The monitoring and promotion function;
- The port training function.

Mr. VALENTINE continued his presentation explaining that beside the research studies, UNCTAD organizes intergovernmental meetings in order to capture the statute of the ports in the member countries and develop some policy proposals to be implemented in the field of the maritime ports. He attracted the attentions of the attendants to the Ad-Hoc Expert Meeting on Assessing Port Performance held in 2012 as an example of these kinds of meetings. He mentioned that the port authorities of the 193 countries were invited to this important meeting and the discussions were very valuable. The outcomes of the meetings were briefly;

- Making best possible use of the network of ports within its Port Training Programme to pilot test the readiness of ports to share selected indicators.
- Exploring the definition of data sets in cooperation with international/regional organizations.
- Concentrating primarily on data related to operational efficiency before including other possible contextual information (e.g. environmental, economic and social aspects).
- Anticipating when building a compendium of data the possibility of including additional contextual information.

Mr. VALENTINE continued his presentation by emphasizing the importance of the assessing port performance based on accurate data. He demonstrated the participants the port productivity rankings of the regions as below,



Source: JOC Port Productivity Database; Ocean Shipping Consults

He emphasized that data is indispensable for analyzing the port productivity so that collecting data is very important in this case. In the private sector, data is a commodity.

Furthermore, he underlined that the ports are not isolated entities. Therefore, their hinterland connections do matter. The port authority is ideally placed to act a coordinator of different transport systems which lead to the port and between port users and government agencies. Businesses locate close to ports because they want to avoid the uncertainties of overland transport. A manufacturer of foodstuff is not in the business of owning a truck fleet - the fleet is simply a tool to remove his exposure to unreliability, unpredictability and infrequency. By focusing upon reliability, predictability and frequency the capital released from asset liquidation can be used to promote further investment leading to increased employment and greater trade, equality, reduced environmental impact.

To conclude, Mr. VALENTINE shared his views on the future of the port authorities. He emphasized that a port authority should;

- Act as a coordinator between various stakeholders
- Serve as a information hub
- Disseminate data (for free)
- Encourage studies (internal/external)
- Promote benchmarking
- Share best practices
- Suggest policy advice to promote more efficient transport

#### **b. Hogia Logistics Solutions: “Modern and Efficient Terminal Operating Systems”**

Mr. Erik LAMPINEN, Business Development Manager, Hogia Logistics Solutions, made a presentation on “Modern and Efficient Terminal Operating Systems”. In the beginning of his presentation, he gave some brief information on the main terminal operations in seaports.

Mr. LAMPINEN carried out his presentation by classifying the general characteristics of less functioning ports and of well-functioning ports. He compiled the characteristics of a less functioning port as followings;

- Weak ownership with unclear responsibilities
- Vague position on the market, no clear direction
- Lack of documented processes
- Own developed software – poorly maintained and outdated
- Labour intensive organization based on historical structures
- Inside-out approach
- Relaxed attitude to security

He also compiled the characteristics of a well-functioning port as followings;

- Strong and transparent ownership
- Positioning themselves towards specific industries
- Defined and documented processes

- Few own developed IT system –established standard software
- Technology intensive – number of staff based on optimization
- Infrastructure, properties and equipment in good order
- Outside-in approach
- High level of security

To cite an example, Mr. LAMPINEN mentioned about the Port of Trelleborg, Sweden and how it has been transformed from a poor functioning port to a well-functioning one. Regarding the features that derived the success of the Port of Trelleborg's transformation, he underlined three points. Firstly, he said that strict focus on HSSE policies and compliance to these has been very crucial in increasing the efficiency of Port of Trelleborg. Also, set up and carefully monitoring of associated KPIs such as number of incidents, number of sick leave days among staff etc., has been another important issue. Secondly, the implementation of a tool-box of *hard figures* KPIs, for example; turnover time for trucks within yard premises, units handled per staff/hour, claims handled per month, number of credit notes etc., has been highly effective for enhancing performances of Port of Trelleborg. Thirdly, imposing differentiated handling tariffs in order to steer haulage companies to specific time slots with lower labour cost has been another essential policy implemented during the process.

Then he highlighted the results of the above mentioned policies implemented along with the transformation process of *Port of Trelleborg*. He arrayed the results as follows;

- Free up resources equivalent to 2 full time administration staff and 2 terminal staff
- Up to 30% less fuel consumption for trucks within the clients yard area
- 900 000 EUR (8 000 000 SEK) annual save in implementation of EDI handling
- 50% reduced claim handling time

Mr. LAMPINEN continued his presentation with giving some information on how to establish efficient port operations. He expressed that the experiences of the best cases are critical to create efficient port operations. Since no one has all necessary competences, establishing partnership with useful stakeholders is very important. Nurturing relation with Customs Authority and identifying all possible areas for automatization simply means less staff reliant and higher port efficiency.

At the end of his presentation, Mr. LAMPINEN gave some brief information about the Hogia Transport System Company and its services devoted to the port sector. He concluded that Hogia has seamless integration with all stakeholders, supports the entire logistics chain from supplier to end customer, helps to apply a best of breed strategy instead of built in property solutions and all information is automatically transferred between different parties.

## 7- Roundtable Discussions on Policy Advices

The round-table discussions were moderated by Mr. EMRE DİNÇER, Head of Department, Ministry of Transport, Maritime Affairs and Communication. Mr. Moderator briefly went over the subjects to be discussed in the session as the enhancing the private sector participation in the port sector, establishing multi-sector port regulators, promoting the containerized trade.

The CCO made a brief presentation on the Policy Questions results that had been sent to the member countries before the meeting. The main purpose of the Policy Questions was highlighted as to help member states make a preliminary groundwork on the subject, to enable the Secretariat to understand the policy environment in the member countries, to provide an input for the policy roundtable session. The ultimate aim was also highlighted as realizing the COMCEC Strategy's vision of "develop a common language/understanding and approximate policies in cooperation areas to address and find solutions to the economic and social challenges of the Islamic Ummah". It was mentioned that 11 countries had replied the Questions namely: Turkey, Jordan, Morocco, Malaysia, Uganda, Senegal, Afghanistan, Iran, Tunisia, Saudi Arabia, and The Gambia.

Regarding the ownership model and private sector participation in ports management issue, the Questions results revealed that;

- Very few ports are fully public-owned or fully privatized
- In most cases, ports are owned by the state and operated by the private sector
- All countries have ongoing or planned actions to increase PSP in the port sector

Concerning the intra and inter-port competition issue, the Questions results revealed that;

- Inter-port competition is there but intra-port is emerging (Malaysia and S. Arabia)
- Efforts underway to increase PSP and competition

With respect to the level of containerization issue, the Questions results revealed that the current containerization rate is below and many countries (Senegal, S. Arabia, Turkey) are planning to increase their containerization rate.

Concerning the performance indicators to measure the efficiency of their ports, the Questions results revealed that;

- Countries with KPIs for port efficiency: Jordan, Malaysia, Saudi Arabia, Iran, Tunisia, Morocco, The Gambia
- Morocco is in the process of setting up a Ports Competitiveness Observatory

In respect of the last question that does your country have a port authority to oversee all port-related issues, the Questions results revealed that;

- Countries with a port authority: Jordan, Malaysia, Saudi Arabia, Iran, Tunisia, Morocco
- Turkey and Uganda looking for a suitable option

During the session, the focus on the discussions was on three subjects: private sector participation in the port sector, multi-sector port regulators, and containerized cargo. After the presentation of the CCO, the representatives of the member states had opportunity to express their observations and views on the topics presented.

**Afghanistan:**

The representative of Afghanistan briefly explained the problems they have due to being a landlocked country. He expressed that the competition among the Afghanistan's neighbour countries, which have maritime ports, have negative impacts on the transportation sector in the Afghanistan. At that point, he requested the member countries to take care of the landlocked countries in this regard.

**The Gambia:**

The Gambian delegate informed the participants that they have only one maritime port located in Banjul. Although they do not have a multi-sector port authority, there is a commity called Trade Facilitation Commity which includes many sector. She also underlined that the containerization level has been increasing day by day in Port of Banjul.

Concerning the landlocked country issue, she made a comment that the best way for a landlocked country to have smooth transportation is to establish efficient railway networks to reach maritime ports. He gave the railway network between tge Gambia and Mali as an example.

**Indonesia:**

The Indonesian delegate mentioned that Indonesia consists of more than 14.000 islands so that port efficiency is very vital not only for the international trade but also for the domestic connectivity. To enhance port efficiency, Indonesia support private sector participation through long term concessions especially for the commercial ports.

Moreover, she informed that Indonesia established a port authority in 2010 which is mandated to oversee the all issues related to the port operations. This authority has four offices in different places in Indonesia. It is also mandated to propose tarrifs implemented in the ports.

**Iran:**

The representative of Iran explained that Iran has been outsourcing not only the port operations but also maritime services in the ports. He noted that private sector involvement has an essential role in enhancing port efficiency. He also stated that depending upon the increasing of the ships size they are deepening the acces channels to the maritime as well as improving the hinterland connections of the ports. He also added that in order to increase total productivity they concentrate on the the other factor of production in the ports such as equipment productivity, labour productivity, gateway productivity and cost effectiveness. They have container port development plan especially for the south side of Iran, Cabahar, Bandar Abbas and Bushehr Ports and there is a process to equip all the ports with the ICT based modern technologies.



Moreover, he stated that Iran provides incentives to the private sector to invest in the ports in terms of new equipment as well as infrastructure. Lastly, Iran delegate stated that the establishment of the dry ports back to the maritime ports is important to increase the port efficiency.

Regarding the multi-sector regulator, he informed that the Ministry of Road and Transportation is the multi-sector regulator which covers the whole transportation sector including the maritime ports in Iran.

He also outlined that the major container port in Iran is Bandar Abbas Port with about 3.5 million TEU capacity. There is a master plan to increase this capacity to about 6 million TEU. At the same time, there is a development plan for the Bushehr Port, Cabahar Port as well.

#### **Jordan:**

The Jordanian delegate gave some information on the Aqaba Port saying that its location is very unique and close to the four countries. It has become a transit hub for Syria and Iraq. The most challenging issue for the Aqaba is the limited shore line, 27 km. In order to benefit much from the Aqaba and to open the other sectors like trade and tourism, the Jordanian Government launched a project in 2002 to transform Aqaba to a special economic zone. Aqaba now has a special commission and so management and they support the private sector participation to the ports. He also added that the total container capacity of the Aqaba Port is about 800.000 TEU. He also gave brief information on the railway project which is designed to serve the Aqaba Port between Jordan and GCC countries.

#### **Malaysia:**

The Malaysian delegate noted that the first privatization of the ports was realized in 1986. By privatization we are now be able to allocate the financial resources to the more deserving sectors such as education, health and defence. The only role of the port authority is to regulate the port. He added that they strongly support the privatization of the ports and they are ready to share their experiences with the other member countries in this regard.

Additionally, he noted that every major port in Malaysia has its own port authority and there is a well connection and cooperation among the port authorities to identify standardizations in the port area. He also emphasized on the importance of the containerization for the sake of safety and security of the goods transported as well as promotion of the international trade.

#### **Morocco:**

The Moroccan delegate expressed that there are three levels of intervention to the port operations. The first one is the state intervention is reserved to define the whole policy and global strategic planning of the infrastructures. The second one is the port authority intervention which regulates the all operations except Tanger-Med Port which has got a special agency. The third level of intervention is the private sector which operates all terminals and participates in financing and operating determinations. She added that in order to promote the private sector involvement they enacted a law in January, 2015.



She added that there are three container ports in Morocco. The total amount of handled cargo in 2014 in these ports is 3.5 million TEU. She underlined that well-connectedness is a priority for the containerization of the cargo.

**Mozambique:**

The Mozambique delegate informed that since 2003, they have entered in a process contracting concessions with private sector for both railways and maritime ports. With the concessions, private sector has brought important know-how and financial capabilities in line with the purpose to enhance the port efficiency. He also touched upon the new railway lines and new port projects of the Mozambique.

Moreover, he stated that having a multi-sector authority will be difficult for Mozambique due to the extensive hinterland as well as landlock countries their ports serve. In comparison to the traffic comes from the landlock countries to their ports, the traffic in Mozambique is little. Therefore, the Mozambiquan ports mainly serve to the landlock countries.

**Saudi Arabia:**

The representative of the Saudi Arabia informed the participants briefly on the public ports managed by the Saudi Port Authority and private ports. He also emphasized on the involvement of the private sector in enhancing the port performance. He noted that the main future plan is to establish independent port authority with greater capacity and flexibility and set up a regulatory authority to supervise the private sector as well as the public sector.

He also informed that in 2013 the containerization level of the whole cargo was around 55 percent excluding the liquid bulk, which is 33 percent, in Saudi Arabia. He noted that there are future plans to promote the containerization to a better level.

**Suriname:**

The representative of the Suriname informed that they have national port authority with a full landlord system. She stated that there are existing plan to establish more ports in strategic places in Suriname. She also informed that Port of Paramaribo won an award of best multi-purpose terminal in 2012 by the Caribbean Shipping Association.

She also informed that Suriname has landlord system whereby three terminal operators allowed providing services and investing in equipment to increase the containerization.

**Turkey:**

The representative of the Turkey expressed that in terms of the management of the ports there are three type of operators; ports operated by the state institutions such as TCDD and BOTAS, ports operated by the local institutions like municipalities, and the ports operated by the private sector. There are 182 ports with ISPS code and open to the international traffic. More than 80 percent of the total cargo is handled by the private ports in Turkey. The contribution of the private ports to the economy has risen day by day.

Furthermore, he stated that there is no port authority system to oversee all port related issues in Turkey. Therefore, different public institutions have different roles and responsibilities in management of the ports.

Lastly, he stated that the number of total containers handled in Turkish ports has increased to 7.8 million TEUs. The share of the container handling is 21 percent. When it comes to the port construction permissions in Turkey, it is seen that most of the investments are allocated to the container terminals by both public and private sector.

**SESRIC:**

The representative of the SESRIC made a comment by emphasizing that the most essential challenge of the member countries is lack of long term objectives in the field of transportation and ports. In order to enhance the efficiency of the ports countries shall identify their objectives then reformulate their policies accordingly.

Concerning the question, what will be the specific public intervention/policy to increase the level of containerization in the member countries, raised, the representative of the SESRIC responded that the containerization should be evaluated within the perspective of

Sending goods by container means that the country has efficient intermodal transport system, efficient IT system. This issues needs the public intervention.

**Mr. Khalid BICHOU:**

Mr. Khalid BICHOU made some clarifications on how to calculate the level of containerization penetration and containerization intensity saying that there are two different indicators. The containerization penetration is basically the total container throughput divided by the population. But this is not good indicator since it does ignore the bulk cargo transport and includes the transshipment cargo. On the other hand, the containerization intensity which includes only general cargo and break bulk cargo excluding transshipment cargo. If the level of containerization intensity is above 70 percent, that means a country is among the OECD countries in that sense. He also emphasized that the containerization is not only the number of the container, but the quality of transport infrastructure and good IT and custom systems.

Concerning the question, what will be the specific public intervention/policy to increase the level of containerization in the member countries, raised by Mr. Metin EKER, DG of CCO, Mr. BICHOU responded that any country which wants to increase its level of containerization shall has an efficient intermodal transport system connecting the ports with the hinterland strongly and effective IT system.

The representative of the SESRIC also made comment that the containerization and development of the intermodal systems are mutually inclusive. Therefore, containerization shall be discussed within the context of the development of the intermodal system.

Mr. Moderator also emphasized that containerization depends highly on the geographical position, economy and hinterland connections of the country. So, containerization does not always mean efficient transportation as well as efficient port systems.

**COMCEC Coordination Office:**

The CCO made some explanations on the discussions expressing that one of the most crucial mission of COMCEC is to approximate policies among the member countries. However, that's not going to happen overnight. There are several instruments to be benefited throughout this process. One of those is the Project Cycle Management, and member states are welcome to present their ideas to develop some projects ideas on the policy. Secondly, this working group itself is an important instrument to pave the way for member countries to approximate their policies.

At the end of the session, it was emphasized that the results of this session will be designed as an open-ended list of policy issues.

Based on intensive deliberations, CCO drafted attached document<sup>2</sup> reflecting the main points of agreement by the delegations. It was agreed that CCO will circulate this draft document to all members of Transport and Communications Working Group for their views and comments to be conveyed to the CCO by April 30th, 2015. The comments received before April 30th, 2015 will be able to be incorporated into the Document. After incorporating the Member States' views, this document will be submitted to the 31st Meeting of the Follow-up Committee of the COMCEC as well as 31st Session of the COMCEC to be held on 13-14 May 2015 and 23-26 November 2015 respectively, as an outcome of the 5th TWG Meeting.

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<sup>2</sup> The policy recommendations document is attached as Annex 3.

## 8- Utilizing the COMCEC Project Funding

The last presentation was made by Mr. Hasan YENİGÜL, Expert at COMCEC Coordination Office (CCO). He presented the COMCEC Project Funding modality and explained ways and means to utilize this modality.

Right after demonstrating the audience the basic logical framework and the cycle to be followed during the process, Mr. GÖLE highlighted the simple and clearly defined procedures and financial framework of the modality.

Concerning the submission of the projects, Mr. YENİGÜL informed the participants that only member countries (relevant ministries and other public institutions) registered to the Working Groups and OIC Institutions (operating in the field of economic and commercial cooperation) are entitled to submit the projects to the CCO.

He continued his presentation by giving some detailed information on the project eligibility criteria. He expressed that all projects submitted must have direct compliance with the principles of the COMCEC Strategy which are basically enhancing mobility, strengthening solidarity and improving governance. A project will be taken eligible if it meets the strategic objectives of the Strategy, focuses on its output areas and pursues multilateral cooperation among OIC member countries. He also expressed that the nature of the projects would be always soft, related to technical cooperation and capacity building.

Regarding the eligible activities under the technical cooperation and capacity building projects, Mr. YENİGÜL listed possible activities as follows;

- Preparation of research and analytical studies, strategies, guides, road maps on the relevant field of COMCEC Strategy
- Study visits
- Trainings
- Exchange programs among officials
- Needs Assessments and Impact Analysis
- Visibility/Publicity/Promotional Activities (Press release, web page, introductory meeting etc.)
- Conferences
- Workshops

After underlining the possible activities, three key actors and their responsibilities during the whole process under the PCM were identified; Project Owner (Project Submission and Implementation); the CCO (Program Management) and the Intermediary Bank (Project Monitoring and Financing). Moreover, the roles of these key actors throughout the project application, implementation and financing process were defined.

Monitoring of projects was another issue explained in the presentation. Mr. YENİGÜL informed that the Bank would be mainly responsible for financial and technical monitoring of projects while the CCO would oversee the overall implementation of the PCM. In the presentation, reporting procedures of the project activities were also explained.

With respect to the financial framework, Mr. YENİGÜL emphasized that the funds are grant in nature and would be provided by the CCO for the 2013-2015 period. From the illustration of the indicative grant limits and co-finance rates for the COMCEC projects, it was seen that member countries could submit a project with a budget up to USD 250.000 with the condition that they would cover at least ten percent of project total budget (cash or in kind). For the OIC Institutions, this amount would be USD 100.000 and at least twenty five percent should be covered by the project owner.

Mr. YENİGÜL also touched upon the recent developments in terms of improving the funding mechanism as a whole. He noted the developments as followings;

- The independent appraisal of project proposals,
- Revised durations for project submission periods,
- Upper limit for Project Coordinator's and Project Expert's fees,
- New Criteria! – Sectoral themes of Working Group Meetings

Then, he listed the sectoral themes in the transport and communications sector as follows by emphasizing that the project idea must be relevant to at least one of these sectoral themes;

- Improving the regulatory framework in the member states for PPPs in infrastructure
- Effective Risk Management Practices in PPP Implementations
- Increasing the Qualifications of Human Resources for Developing Transport Infrastructure and Services
- Identifying and disseminating global best-practices in MFT
- Improving the institutional capacity of member states to develop MFT in the OIC region
- Increasing the Cross-Border MFT Services in the member states
- Improving Access to Intermodal Transport Market
- Initiating/Strengthening Legislative, Institutional, and Regulatory Reforms in the Airport Industry
- Increasing public-private dialogue in the member countries to improve air services
- Deregulating the Airline Infrastructures and Operations
- Developing the Capacity of Seaports
- Increasing Seaport Efficiency
- Developing sustainable urban transportation systems in the OIC Megacities
- Increasing ICT applications in urban transportation systems in the OIC Megacities
- Developing Public Transport in the OIC megacities

Lastly, Mr. YENİGÜL underlined that the evaluation process of the second call projects is ongoing and the successful projects will be announced very soon.

At the end, he invited all member countries to be part of this important mechanism.

## 9- Closing Remarks

After the presentations, discussions and deliberations made on the agenda items, the Meeting ended with closing remarks of Mr. NAIM HASSAN, the Chairman of the Meeting and Mr. Metin EKER, Director General of the COMCEC Coordination Office.

In his remarks, Mr. NAIM HASSAN expressed his thanks to participants for their participation and contributions and to the CCO for the great hospitality presented to the all participants. He lastly emphasized on the availability of significant expertise in terms of maritime port sectors in the member countries to be shared and great potential for cooperation in this regard.

Mr. Metin EKER started his conclusion remarks by thanking all the participants for their attendance and contributions to the success of the Meeting. He expressed one more again the significance of the topic of the Meeting which paved the way very fruitful discussions. He also stressed the need for develop cooperation among the member states.

Furthermore, Mr. EKER underlined that today the meeting has pointed out three important fields for public intervention in the ports sector. These are private sector participation in the port sector, multi-sector port regulators, and containerized cargo. These three points will be noted and translated into the policy advice document to be submitted to the Ministerial Meeting which will be held in November 2015, in Istanbul, Turkey.

Mr. EKER underlined that the theme of the next meeting will be “Urban Transport in the OIC Megacities” and it will be held on on 22<sup>nd</sup> of October, 2015. He said that as per our practice, an analytic study will also be prepared on this theme and will be shared with focal points at least one month before the meeting. In this regard, he invited the participants to attend the said important Meeting.

He lastly underlined that regular participation of the experts has a crucial role in building a common language on common issues and common problems. He also expressed the important role of Member Countries in pioneering the works and initiatives in the COMCEC fora and the importance of PCM in this regard.

Before concluding his remarks, Mr. EKER thanked all attendants for enriching the discussions with their valuable contributions during the Meeting.

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## **Annex 1: Agenda of the Meeting**



### **5<sup>TH</sup> MEETING OF THE COMCEC TRANSPORT AND COMMUNICATIONS WORKING GROUP (February 12<sup>th</sup>, 2015, Ankara, Turkey)**

*“Evaluating the Ownership, Governance Structures, and Performances of Ports in the OIC Member States”*

#### **AGENDA**

##### **Opening Remarks**

- 1. COMCEC Transport Outlook**
- 2. The latest global and regional trends in maritime port sector**
- 3. The current situation of maritime port sector in the OIC Member States and the evaluation of the selected Case Studies**
- 4. Roundtable discussion on policy advices for improving the performance/efficiency of maritime ports in the Member States**
- 5. Member State Presentations**
- 6. Private Sector/International Institutions’ perspective on port efficiency**
- 7. Making use of the COMCEC Project Funding**

##### **Closing Remarks**

## Annex 2: Program of the Meeting



### PROGRAMME

#### 5<sup>TH</sup> MEETING OF THE COMCEC TRANSPORT AND COMMUNICATIONS WORKING GROUP (February 12<sup>th</sup>, 2015, Ankara)

#### *“Evaluating the Ownership, Governance Structures, and Performances of Ports in the OIC Member States”*

**08.30-09.00 Registration**

**09.00-09.15 Opening Remarks**

**09.15-09.45 COMCEC Transport Outlook**

**Presentation:** Mr. Ekrem KARADEMİR  
Expert, COMCEC Coordination Office

- Views and Comments

**09.45-10.30 The Latest Global and Regional Trends in Port Sector**

**Presentation:** Mr. Dinesh SHARMA  
Senior Manager  
Drewry Shipping Consultants

- Questions for Discussion:
  - How do you evaluate the latest global and regional trends in port sector and their effectiveness on the economic growth?
  - What is the impact of global trends in port sector on the current policies of your country?
  - What is the level of containerization at your ports?

**10.30-11.15 Assessment of the Institutional and Governance Structure of the Ports in the Member States**



**Presentation:** Mr. Khalid BICHOU

President, Khalid Bichou & Associates Ltd.

- Questions for Discussion:
  - How is the port sector organized in your country?
  - What measures does your country take to encourage private sector participation in the port sector?
  - What are the main characteristics of the regulatory framework of the port sector in your country?

**11.15-11.30 Coffee Break**

**11.30-12.00 Evaluating the Efficiency of the Ports in the Member States**

**Presentation:** Mr. Khalid BICHOU

President, Khalid Bichou & Associates Ltd.

- Questions for Discussion:
  - What kind of implementation barriers exist (political, legal, operational and regional) in your country in increasing port efficiency?
  - What actions can be done to increase the port performance in your country?

**12.00-13.30 Lunch**

**13.30-15.30 Policy Roundtable Session on Increasing the Port Efficiency in the Member States**

*There will be a policy roundtable under this agenda item. The main inputs of the roundtable will be the findings of the analytic study and the member states' responses to the policy questions circulated by the COMCEC Coordination Office.*

**15.30-15.45 Coffee Break**

**15.45-17.15 Member Country Presentations**

- Sharing experiences of the Member States in enhancing port efficiency
- Views and Comments

**17.15-17.45 Private Sector/International Institutions' Perspectives on Port Efficiency**

**Presentation:** Role of Port Authorities in Ports and Hinterland Connections



Mr. Vincent VALENTINE, Officer-in-Charge Transport  
Section, UNCTAD

**Presentation:** Modern and Efficient Terminal Operating Systems  
Mr. Erik LAMPINEN, Business Development Manager  
Hogia Transport Systems

**17.45-18.05 Making use of the COMCEC Project Funding**

**Presentation:** Mr. Hasan YENİGÜL  
Expert, COMCEC Coordination Office

**18.05-18.15 Closing Remarks**

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### **Annex 3: The Policy Recommendations**

#### **THE POLICY RECOMMENDATIONS HIGHLIGHTED BY THE 5<sup>TH</sup> MEETING OF THE TRANSPORT AND COMMUNICATIONS WORKING GROUP**

Distinguished Members of the COMCEC Transport and Communications Working Group,

The COMCEC Transport and Communications Working Group (TCWG) has successfully held its 5th Meeting on February 12th, 2015 in Ankara, Turkey with the theme of *"Evaluating the Ownership, Governance Structures and Performances of the Ports in the OIC Member States"* with the active participation of the Member Countries. During the Meeting, delegates of the member states made deliberations on enhancing port efficiency in the Member Countries and possible policy actions to be taken to approximate Member State policies in port governance and performance. The Analytical Study submitted to the TCWG Meeting as well as the answers of the Member Countries to the policy questions sent to the Member States by the COMCEC Coordination Office (CCO) were the main inputs for the discussions. This document includes the policy recommendations highlighted during the Meeting.

The Member States of the TCWG are kindly invited to share their observations on the document to the COMCEC Coordination Office by April 30<sup>th</sup>, 2015. The comments received before April 30<sup>th</sup>, 2015 will be able to be incorporated into the Document. After incorporating the Member States' contributions, this document will be submitted to the 31<sup>st</sup> Meeting of the Follow-up Committee of the COMCEC as well as 31<sup>st</sup> Session of the COMCEC to be held on 13-14 May 2015 and 23-26 November 2015 respectively, as an outcome of the 5th TCWG Meeting.

The Transport and Communications Working Group underscored the importance of:

#### **Policy Advice I: Member states are invited to enhance the private sector participation in the port sector**

##### **Rationale:**

Traditionally, ports have been owned, operated and regulated by state-controlled public organizations. However, with the introduction of private sector participation (PSP) in ports, new forms of port administration and new models of port ownership and institutional structuring have emerged. PSP in port operations has been growing strongly as a result of a view that public owners and operators, relative to private ones, are less able (and have fewer incentives) to control costs, are slower to adopt new technologies and management practices, and are less responsive to the needs of port users relative to the private owners and operators. Countries leading the way in private participation have been able to attract significant private capital investment to develop port infrastructure and modernize superstructure and terminal services. Under private management, ports usually improve operational efficiency, labor productivity, and service quality.

## **Policy Advice II: Member states are encouraged to establish port regulators**

### **Rationale:**

An independent port regulator is essential to control entry (entry regulation), to determine tariff (rate regulation), to set the performance standards (performance regulation and yardstick benchmarking), and (sometimes) to set technical standards (health and safety, security, environmental, and labor regulation). Additionally, the regulator may be required to act as an arbitrator to handle disputes.

At the same time, it might be better to put in place a multi-sector regulator for ports and transport logistics sector as a whole to cover dry ports and freight logistics sectors as well.

## **Policy Advice III: Member states are called on to promote intermodal container transportation**

### **Rationale:**

The introduction of containerization triggered complementary technological and organizational changes that accelerated the globalization of the world economy since the 1960s. From a transportation technology perspective, containerization resulted in the introduction of intermodal freight transport, since the shipment of a container can use multiple modes of transportation without any handling of the freight when changing modes. By eliminating separate handlings of the cargo, the container resulted in linking the producer closer to the customer.

On the other hand, containerization requires major technological changes in port facilities. OIC ports must therefore adapt their port infrastructure, operations, equipment, and ICT systems accordingly while training and educating highly qualified and technically specialized port workforce.

### ***Instruments to Realize the Policy Advices:***

**COMCEC Transport and Communications Working Group:** In its subsequent meetings, the Working Group may elaborate on the above mentioned policy areas in a more detailed manner.

**COMCEC Project Funding:** Under the COMCEC Project Funding, the COMCEC Coordination Office calls for projects each year. With the COMCEC Project Funding, the Member Countries participating in the Working Groups can submit multilateral cooperation projects to be financed through grants by the COMCEC Coordination Office. For the above mentioned policy areas, the Member Countries can utilize the COMCEC Project Funding and the COMCEC Coordination Office may finance the successful projects in this regard. These projects may include organization of seminars, training programs, study visits, exchange of experts,

workshops and preparing of analytical studies, needs assessments and training materials/documents, etc.

**Capacity Building Activities:** With the COMCEC Coordination Office's resources and Member Countries' own resources, some capacity building and technical assistance programs on the aforementioned policy areas can be organized in the Member Countries. These programs and activities may include organization of seminars, training programs, study visits, exchange of experts, workshops and preparing of analytical studies, and other similar activities.

## **Annex 4: List of Participants**

### **LIST OF PARTICIPANTS**

#### **OF 5<sup>th</sup> MEETING OF THE COMCEC TRANSPORT and COMMUNICATIONS WORKING GROUP**

**(February 12<sup>th</sup> 2015, Ankara)**

#### **A. INVITED STATES**

##### **THE ISLAMIC REPUBLIC OF AFGHANISTAN**

- Mr. ABDUL BASIR RAHMANI  
Desk Expert, ECO

##### **THE REPUBLIC OF GAMBIA**

- Mr. SULAYMAN GAYE  
Cadet Planner, Ministry of Transport,  
Works&Infrastructure
- Ms. RAMATOULIE CEESAY  
Planner, Ministry of Transport, Works & Infrastructure

##### **THE REPUBLIC OF INDONESIA**

- Ms. DIAH RETNO BAYUMURTHI  
Third Secretary

##### **ISLAMIC REPUBLIC OF IRAN**

- Mr. MOHAMMED RASTAD  
General Director, Ports&Maritime Organization
- Mr. MOHSEN SADEQI  
Deputy of General Director,

Ministry of Roads&Urban Development

**THE HASHEMITE KINGDOM OF JORDAN**

- Mr. NAIM HASSAN  
Development and Strategic Planning Director
- Mr. MOHAMMAD DARDASAWI  
Port Expert

**MALAYSIA**

- Mr. ABDULLAH YUSUFF BASIRON  
Undersecretary Maritime Division, Ministry of Transport
- Mr. MUHAMMAD RAZIF AHMAD  
General Manager, Johor Port Authority

**THE KINGDOM OF MOROCCO**

- Mr. RIDOVAN BOULAICH  
Interim Director, Tanger Med Port Authority
- Mrs. SANAE EL AMRANI  
Head of the Planning and Funding Division

**REPUBLIC OF MOZAMBIQUE**

- Mr. PEDRO MIGUEL MURRERIUNA  
Head of Department of Cooperation
- Mr. CARLOS XAVIER ISIDORO  
General Director, Ministry of Transport and Communications

- Mr. MARILIA JORGE  
Head of Department of Cooperation
- Mr. ILIDIO MATOLA  
CFM, Mozambique Ports and Railways

#### **KINGDOM OF SAUDI ARABIA**

- Mr. KHALED AL GHAYTH  
Director, Studies Dept.

#### **REPUBLIC OF SURINAME**

- Ms. ESTREA NOORDZEE  
Ministry of Transport, Communication and Tourism

#### **REPUBLIC OF TURKEY**

- Mr. MUSTAFA ÇALIŞKAN  
General Director, Ministry Transport,  
Maritime Affairs& Communication
- Mr. AHMET TELLİ  
Third Secretary, Ministry of Foreign Affairs
- Mr. EMRE DİNÇER  
Head of Department, Ministry Transport,  
Maritime Affairs& Communication
- Mr. HIDİR İLYAS KARABIYIK  
Expert, Ministry Transport, Maritime Affairs& Communication
- Ms. EDA BURCU BULUT



EU Expert

**B. INVITED INSTITUTIONS**

**ISLAMIC DEVELOPMENT BANK (IDB)**

- Mr. MURAD GURMERIC  
Senior Transport Specialist

**ORGANISATION OF THE ISLAMIC SHIPOWNERS' ASSOCIATION (OISA)**

- Mr. MOHAMMAD ZAFAR BHATTI  
Director Finance, Secretary Executive Committee

**STATISTICAL, ECONOMIC AND SOCIAL RESEARCH AND TRAINING CENTER  
FOR ISLAMIC COUNTRIES (SESRIC)**

- Mr. FADI ABDULLAH FARASIN  
Researcher

**UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT (UNCTAD)**

- Mr. VINCENT VALENTINE  
Officer-in-Charge Transport Section

**PRIVATE SECTORS**

- Mr. ERIK LAMPINEN  
Business Development Manager, Hogia Transport Systems
- Mr. DINESH SHARMA  
Senior Manager, Drewry Shipping Consultants, UNCTAD

- Mr. KHALID BICHOU  
President, Khalid Bichou & Associates Ltd.

**C. COMCEC COORDINATION OFFICE**

- Mr. M.METİN EKER  
Director General, Head of COMCEC Coordination Office
- Mr. MUSTAFA TEKİN  
Head of Department
- Mr. FATİH KAYA  
Head of Department
- Mr. ALİ İŞLER  
Expert
- Mr. EKREM KARADEMİR  
Senior Transport Specialist
- Mr. DENİZ GÖLE  
Expert
- Mr. NİHAT AKBALIK  
Assistant Expert
- Mr. KAĞAN AKDOĞAN  
Assistant Expert
- Mr. HASAN YENİGÜL  
Assistant Expert
- Ms. HANDE ÖZDEMİR  
Coordinator of Registration Office
- Ms. HAVVA KÖSEOĞLU

Assistant of Registration Office

- Ms. GÜL SAYIN

Coordinator of Documentation Center

- Mr. OZAN LİF

Assistant of Meeting Rooms

- Mr. KEMAL ARSLAN

Coordinator of Meeting Rooms

- Mr. ALİ VURAL

Assistant of Meeting Rooms

- Mr. ERCAN İBİK

Coordinator of Transportation

- Ms. LEYLA AŞK

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