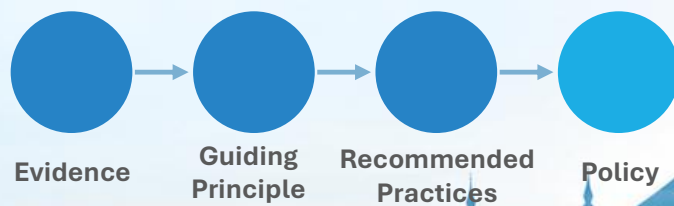


GUIDING PRINCIPLES & RECOMMENDED PRACTICES

Evidence Bridge to Implementation Priorities

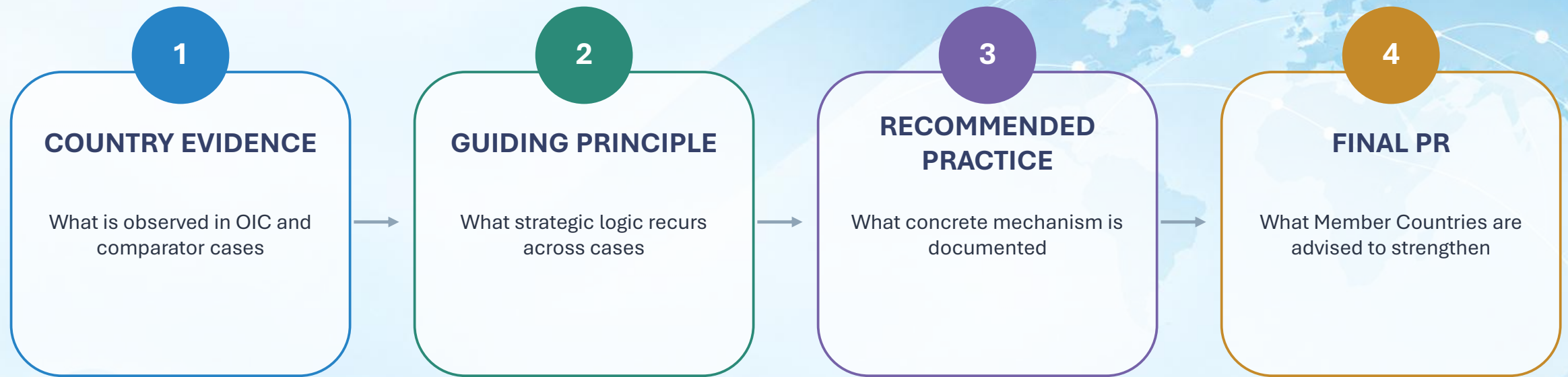
Guiding Principles and Practices Session

Designing Integrated Multimodal Transport Systems in OIC Member Countries



From Evidence to Implementation

FRAMING



Seven Implementation Areas — At a Glance

IMPLEMENTATION PILLAR FRAMEWORK

Integrated networks

Gateways • corridors • inland nodes • freight-generating areas

Operational integration

Scheduling • transfer management • performance monitoring

Digital interoperability

Platforms • e-procedures • secure information exchange

Institutional coordination

Responsibilities • harmonisation • corridor governance

Resilience & competitiveness

Contingency planning • coordinated corridor management

Financial sustainability

Project preparation • PPPs • diversified financing

Institutional & human capacity

Training • knowledge exchange • capacity building

Source: Draft Room Document for the 27th Meeting of the COMCEC Transport and Communications Working Group.

Integrated Multimodal Networks

GP/RP BRIDGE

Theme 1

Integrated networks

Developing integrated multimodal transport networks through coordinated infrastructure, hinterland and intermodal-node planning.

1

GUIDING PRINCIPLE

Plan multimodal infrastructure as connected gateway–corridor–inland-node networks

Focus on the relationship among gateways, corridors and inland logistics nodes — not on the existence of several modes in isolation.

2

GUIDING PRINCIPLE

Coordinate gateway capacity with hinterland and first- and last-mile connectivity

Gateway expansion creates value only when inland access can absorb and distribute the additional freight.

3

GUIDING PRINCIPLE

Locate and design intermodal nodes according to freight-generating areas and intended functions

Facility type should follow freight geography and function; there is no single “correct” logistics-hub model.

Recommended Practices

Theme 1 — INTEGRATED NETWORKS

Gateway–corridor–node network

- Connect inland logistics centres directly with national freight corridors and production areas.
- Use inland nodes as functional extensions of maritime gateways.
- Develop strategic multimodal clusters where several freight functions can be concentrated.

EGYPT

6th of October Dry Port: road + rail + customs-bonded operations + scheduled port links

Gateway capacity + inland access

- Develop port-access infrastructure in parallel with terminal expansion.
- Provide direct rail access where rail is expected to perform a substantial hinterland function.
- Assess inland access separately from maritime handling capacity.

TÜRKİYE

MIP Gate Project illustrates the need to separate port-truck flows from urban traffic and strengthen hinterland access.

Functional location of intermodal nodes

- Locate inland terminals near major manufacturing, consumption and distribution areas.
- Use strategic co-location where manufacturing, logistics and transport functions are intended to develop together.
- Use distributed inland terminals where a gateway serves several regional markets.

AZERBAIJAN

Alat combines the Port of Baku, railway and motorway access, AFEZ and logistics functions in one strategic cluster.

Source: COMCEC Final Report, Recommended Practices under Guiding Principles 1–3.

Field Evidence

Theme 1 — INTEGRATED NETWORKS

The strongest OIC evidence is not “more infrastructure”; it is infrastructure organised around complete freight chains.

Azerbaijan — Alat multimodal cluster

Port of Baku + rail + motorway + AFEZ + logistics facilities create a concentrated multimodal environment at a strategic corridor intersection. The planned air-cargo component remains future infrastructure and should not be presented as operational.

Egypt — 6th of October Dry Port

An inland node serving Greater Cairo integrates rail and road access, customs functions, container handling and scheduled links with several maritime ports. Its value comes from the functions it performs, not from the “dry port” label alone.

Policy bridge → these case findings support the network-planning covering gateways, corridors, inland nodes and freight-generating areas.

Operational Integration Across Modes

GP/RP BRIDGE

Theme 2

Operational integration

Improving reliability and reducing delays at multimodal interfaces through coordinated scheduling, transfer management and performance monitoring.

4

GUIDING PRINCIPLE

Synchronize scheduled services and transfer operations across modes

Physical links become usable freight chains only when services, terminal windows, equipment, customs and onward dispatch are aligned.

5

GUIDING PRINCIPLE

Measure multimodal performance at the interfaces between modes, terminals and institutions

Capacity and throughput do not show where freight waits; interface-level time and reliability indicators are essential.

6

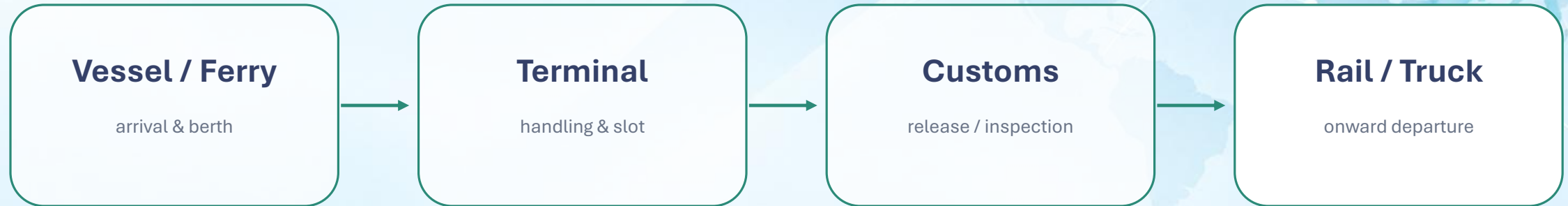
GUIDING PRINCIPLE

Align customs, inspection and cargo-processing functions with inland logistics operations

Where the framework permits, selected customs and cargo-processing functions can be moved inland to reduce gateway concentration.

Recommended Practice — Synchronize the Transfer Point

Theme 2 — OPERATIONAL INTEGRATION



Azerbaijan — Alat

- Coordinate vessel schedules, berth allocation, rail–ferry connections, container transfers and wagon availability.
- Treat information exchange and downstream corridor operations as part of the same operating process.

Egypt — ODP

- Four scheduled daily block trains connect ODP with Alexandria Old Port / El-Dekheila.
- Round-the-clock truck gates and port truck-booking/smart-gate tools support coordinated arrivals.

Recommended Practice — Measure Where Freight Waits

Theme 2 — OPERATIONAL INTEGRATION

Operational performance should be measured from the cargo perspective across the complete multimodal chain.

**End-to-end transit
reliability**

Terminal / container dwell

Border waiting time

**Customs clearance &
cargo release**

Vessel / truck turnaround

**Time from discharge to
onward departure**

**Scheduled-service
frequency**

**Missed connections & asset
utilization**



Recommended Practice — Move Suitable Functions Inland

Theme 2 — OPERATIONAL INTEGRATION

Egypt — 6th of October Dry Port

The Egyptian Customs Authority and inspection agencies maintain operational presence at the dry port. Bonded cargo can move between seaports and the inland terminal under customs supervision, allowing document processing, physical inspection, laboratory analysis and cargo release to occur inland.

Why this matters for multimodal operations

Moving selected customs, inspection, storage and consolidation functions closer to inland demand can reduce concentration at coastal gateways and improve the timing of port–rail–road handovers. The principle is conditional: it applies where legal, institutional and demand conditions support it.

Policy bridge → synchronized operations with interface-level performance monitoring, rather than treating operational integration as a purely infrastructure issue.

Digital Transformation & Data Interoperability

GP/RP BRIDGE

Theme 3

Digital interoperability

Improving efficiency, transparency and continuity through integrated platforms, electronic procedures and secure information exchange.

7

GUIDING PRINCIPLE

Integrate existing customs, port, terminal and transport systems before creating stand-alone platforms

Prioritize connections among existing systems.

8

GUIDING PRINCIPLE

Treat trusted data exchange and common data-governance rules as part of multimodal infrastructure

Interoperability needs standards, access rules and trust.

9

GUIDING PRINCIPLE

Use Single Window and pre-arrival information systems before physical cargo arrival

Move processing upstream in time.

10

GUIDING PRINCIPLE

Extend electronic transport documentation across national and cross-border freight chains

Legal readiness, technical connection and actual use are separate stages.



Selected Recommended Practices — System Integration & Data Governance

Theme 3 — DIGITAL INTEROPERABILITY

Integrate what already exists

Map freight-related systems and the institutional interfaces between them. Connect customs, port, railway, road, logistics-centre and terminal information progressively instead of multiplying isolated applications.

Build trusted exchange

Use common data-exchange standards, shared shipment identifiers, authorised access rules and secure interfaces. Address ownership, confidentiality, cybersecurity and auditability as part of the design.

Country anchors

Türkiye: integration challenge across existing systems.

Azerbaijan: planned DLP designed for cross-modal trade and logistics services.

Egypt: Nafeza + ACI + port systems + ODP automation; next step is end-to-end corridor interoperability.



Selected Recommended Practices — Digital Procedures & E-Documentation

Theme 3 — DIGITAL INTEROPERABILITY

Single Window

Reduce repetitive submission of government documentation and provide a common electronic interface.

Pre-arrival information

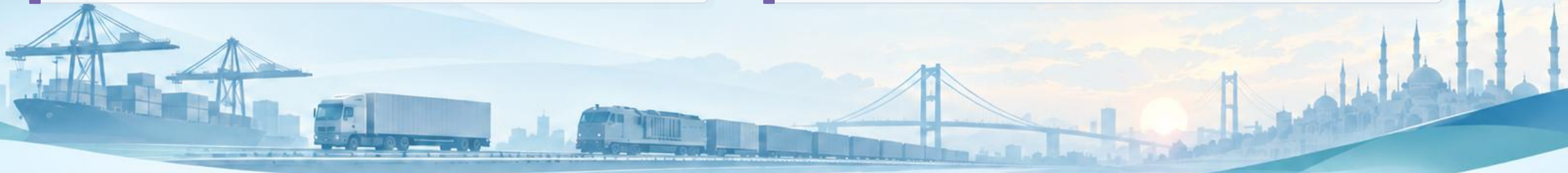
Use advance cargo information and risk assessment so processing can begin before physical arrival.

Electronic transport documents

Progressively establish the legal and technical basis for e-CMR / eTIR-compatible processes where applicable.

Corridor pilots

Test authentication, customs-to-customs exchange, liability and operational procedures before scaling.



Institutional & Regulatory Coordination

GP/RP BRIDGE

Theme 4

Institutional coordination

Clear responsibilities, inter-agency cooperation, regulatory harmonization and corridor-level governance.

11

GUIDING PRINCIPLE

Combine clear modal responsibilities with formal cross-agency coordination mechanisms

Specialized mandates remain necessary, but cross-cutting freight issues need a formal coordination mechanism.

12

GUIDING PRINCIPLE

Extend domestic multimodal governance through corridor-level and cross-border coordination

National alignment must be complemented where the same freight chain continues across borders.

13

GUIDING PRINCIPLE

Link multimodal corridor planning with long-term spatial, infrastructure and investment programming

Corridor priorities should be embedded in long-term plans and funding programmes.



Recommended Practice — National Coordination Mechanisms

Theme 4 — INSTITUTIONAL COORDINATION

Azerbaijan

Coordinating Council on Transit Freight: formal inter-agency coordination involving transport, customs, economic, border, railway, shipping and other institutions for transit-freight issues.

Türkiye

Modal responsibilities remain distributed across transport, railway, highway, maritime and customs bodies; cross-modal issues are supported by logistics coordination boards.

Egypt

High-level coordination supports integrated planning across seaports, railways, roads and river transport; public–private participation is important where operational interfaces involve both authorities and operators.

Common lesson: coordination mechanisms need clear decision rights, escalation procedures and accountability — not only consultation.

Recommended Practice — Corridor Governance & Long-Term Programming

Theme 4 — INSTITUTIONAL COORDINATION

Corridor-level governance

- Establish corridor-specific cooperation on bottlenecks, infrastructure and operations.
- Use joint corridor institutions or action plans where several operators participate in the same chain.
- Apply common transit arrangements and practical harmonization where procedural discontinuities occur.
- Track shared end-to-end performance rather than national segments only.

MIDDLE CORRIDOR

Long-term programming

- Frame multimodal investments within national transport plans.
- Identify logistics corridors connecting production areas with gateways and inland nodes.
- Align infrastructure funding with spatial planning.
- Use long-term programmes to avoid isolated project-by-project development.

EGYPT LOGISTICS CORRIDORS

Resilience & Competitiveness of Multimodal Corridors

CROSS-CUTTING GP/RP BRIDGE

Theme 5

Resilience & competitiveness

Maintaining reliable freight flows during major disruptions through contingency planning and coordinated corridor management.

This Theme is intentionally cross-cutting: it is supported by several earlier Guiding Principles rather than by one standalone GP.

4

GUIDING PRINCIPLE

Synchronize services across modes

Resilience depends on being able to re-sequence vessel, rail, truck and terminal operations when conditions change.

5

GUIDING PRINCIPLE

Measure performance at interfaces

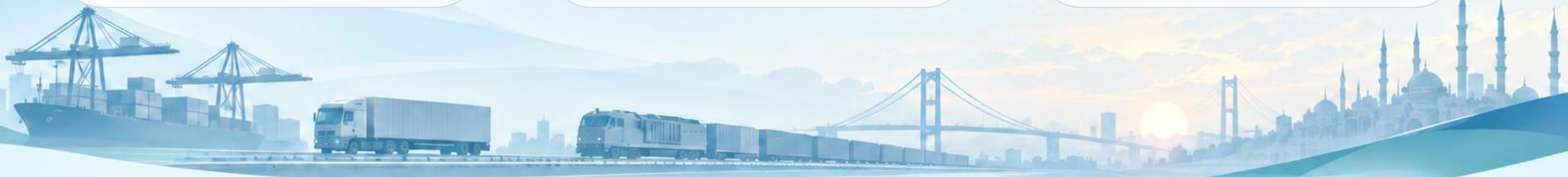
Corridor reliability requires visibility of where disruptions are creating dwell, waiting or missed connections.

12

GUIDING PRINCIPLE

Extend governance across borders

Alternative routes still depend on coordinated border, transit, technical and operating rules across jurisdictions.



Selected Practices That Strengthen Corridor Resilience

Theme 5 — RESILIENCE

1

Plan alternatives

Identify alternative routes, modes and transfer arrangements before disruption.

2

Protect predictability

Synchronize services and reduce avoidable transfer/border time so alternatives remain commercially usable.

3

Maintain visibility

Share cargo, terminal and border status information so operators can reroute early.

4

Coordinate decisions

Clarify the roles of public authorities, infrastructure managers and operators during disruption.

5

Monitor end-to-end

Use shared corridor time/reliability indicators to distinguish temporary shocks from recurring interface failures.



Financially Sustainable Multimodal Investments

GP/RP BRIDGE

Theme 6

Financial sustainability

Improving project bankability and long-term service delivery through sound preparation, appropriate public-private arrangements and diversified financing.

14

GUIDING PRINCIPLE

Allocate public and private investment and operating responsibilities according to the functions being delivered

The evidence shows several viable public–private configurations; the key issue is clarity of roles and functions, not a preference for one ownership model.

15

GUIDING PRINCIPLE

Use long-term contractual and financing structures to support staged investment while assessing commercial performance separately

Long-term agreements can support investment, but financing success and operating success must be monitored separately.



Selected Recommended Practices — Financing & Risk Allocation

Theme 6 — FINANCIAL SUSTAINABILITY

Egypt — ODP PPP

Use a PPP where public and private contributions to an inland logistics project are explicitly defined. The 6th of October Dry Port operates under a 30-year PPP involving GALDP, Elsewedy Electric and CMA CGM.

Türkiye — MIP

Use long-term operating-rights agreements where significant private investment is expected over multiple cycles. Separate strategic asset ownership from commercial terminal operation where that institutional structure is established.

Policy discipline

Clarify public/private functions and allocate design, construction, demand, operating, regulatory and financing risks to the parties best able to manage them. Monitor traffic, revenue, operating cost, service quality and risk outcomes separately from financing milestones.

Institutional & Human Capacity

GP/RP BRIDGE

Theme 7

Institutional & human capacity

Effective implementation through continuous training, knowledge exchange and institutional capacity building.

16

GUIDING PRINCIPLE

Align skills development with the technical, digital, customs and operational functions created by multimodal integration

As systems become more integrated, staff need to understand how infrastructure, operations, regulation, finance and information interact across the freight chain.

Selected recommended practices

- Train personnel in integrated transport planning, corridor analysis and intermodal-system management.
- Build data, customs and cross-border logistics skills alongside digitalisation.
- Develop specialised expertise for terminal automation, customs risk management, railway logistics, port digital systems and electronic documentation.
- Use joint learning across agencies, education providers and industry.

Messages to Carry into the Policy Discussion Session

CLOSING BRIDGE

Integrated networks

Plan complete freight chains, not isolated assets.

Operational integration

Manage the transfer point as one operating process and measure where cargo actually waits.

Digital interoperability

Prioritize interoperability among existing systems; digitalisation alone is not enough.

Institutional coordination

Combine clear mandates with formal coordination nationally and along international corridors.

Resilience & competitiveness

Convert temporary corridor relevance into durable reliability through coordination and contingency planning.

Financial sustainability

Choose financing after sound project preparation; assess commercial performance separately.

Human capacity

Build the skills needed to operate integrated, digital and cross-institutional freight systems.

Thank You

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