

Ministry of Transport (MOT)
Lattakia Port General Company (LPGC)
The Syrian Arab Republic

**Technical Cooperation for the Modernization of
Cargo Transportation Project
in the Syrian Arab Republic**

Project Completion Report

November 2009

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
The Overseas Coastal Area Development Institute of Japan (OCDI)

EID
JR
09-149

Table of Contents

1.	Introduction	1
2.	Outline of the Project	3
2.1.	History of the Project	3
2.2.	Project Target and Summary	3
2.3.	Project Design Matrix (PDM)	4
2.4.	Outputs of the Project	12
3.	Implementation Schedule	15
3.1.	PO (Plan of Operation) & WBS (Work Breakdown Structure)	15
3.2.	JCC (Joint Coordinating Committee)	21
4.	Inputs to the Project	63
4.1.	Inputs from Japanese Side	63
4.2.	Input from Syrian side	68
5.	Outcomes of the Project	73
5.1.	Lectures and Seminars	73
5.2.	Working Group Activities	75
5.3.	Capacity Building Plan	76
5.4.	Monitoring	76
5.5.	Monitoring by Activity Indicators	84
6.	Lessons Learned through the Project	89

1. Introduction

In response to the request of the Government of the Syrian Arab Republic, the Government of Japan decided to implement “Technical Cooperation for the Modernization of Cargo Transportation Project in the Syria Arab Republic” (herein after referred to as “the Project”) based on the mutual understandings described in the R/D and the M/M signed between the Syrian and Japanese sides on the 28th of June 2007 and the 23rd of November 2006 respectively. The Japan International Cooperation Agency (JICA) dispatched necessary experts of “The Overseas Coastal Area Development Institute of Japan (OCDI)” headed by Mr. Susumu Naruse for the implementation of the Project in November 2007.

Since then, the JICA expert team and the counterpart teams of “Lattakia Port General Company (LPGC)” have been engaged in two-year operation of the Project. With the overall goal of the Project being set as “Maritime cargo transport system is modernized”, the purpose of the Project was specified as “Efficient port operations at Lattakia Port are achieved”. As the Project has been successfully carried out with excellent collaboration work between the counterpart teams of LPGC and the JICA expert team, the overall capacity of the LPGC personnel on efficient port operation has been strengthened to a great degree.

The comprehensive result of the Project, which includes the history, the implementation schedule, the inputs and the outcomes of the Project, is presented in this report.

2. Outline of the Project

2.1. History of the Project

The port demand in the Syrian ports is expected to grow rapidly in future because the economy is forecast to expand and transit cargo through the Syrian ports to Iraq will increase in volume. However, Lattakia Port may not be able to meet this growing demand because of the shortage of the cargo handling capacity, which is caused by inefficient operation, inadequate equipment maintenance and an out of date management style. It would be, therefore, one of the most urgent challenges for the Government of Syria to improve the efficiency of Lattakia Port promptly.

Although a JICA feasibility study for developing new port facilities was conducted for Lattakia Port in 1996, the development plan has not been actualized yet. In order to meet the expected demand of Lattakia Port, the Project is aimed at improving operational efficiency of the port and thus expanding the capacity of the port without large physical investment through technology transfer programs to the Syrian side.

The JICA experts were dispatched to Lattakia Port to carry out the technology transfer in such areas as port administration and management, port operation, and financial management of the port. At first the Project naturally focused on container operation, however, one year after the beginning it was formally decided by the Ministry of Transport that container operation would be contracted out to a private operator. After the formal contract with the private operator was signed on the seventh of February 2009, the course of the Project was changed a lot to the ways to overcome the urgent challenges of Lattakia Port General Company (LPGC).

The activities of the Project were concentrated on “Action Plans” for six urgent issues (afterwards, one issue was added.) from March 2009, which are indicated below.

- Rehabilitation of Pavement
- Introduction of Preventive (Periodic) Maintenance
- Quality Improvement of Conventional Cargo Handling
- Safety Improvement of Port Work
- Introduction of Budgetary Control System on Expenditure
- Technology Transfer on Port Planning (Port Capacity Estimation)
- (Training & Capacity Building)

The experts worked on these urgent issues in close collaboration with the working members of LPGC: conducting lecture and discussion sessions, carrying out on-site surveys and providing adequate equipment in order to transfer the relevant technology to the Syrian counterpart personnel. Through this process, the capacity of the Syrian counterpart personnel was augmented to a great degree and consequently Lattakia Port will be able to meet its future demand.

2.2. Project Target and Summary

The original project purpose was set as follows;

- Efficient port operations at Lattakia Port are achieved.

In order to attain the project purpose, the following outputs were expected to be produced through the project activities.

- Proper management and operations of the port is realized.

- A proper financial management system is introduced and human resources in the field are developed.
- Conventional terminal operations are improved.
- Technical skills in cargo handling are improved.

* Output related to container terminal was eliminated in March, 2009, which was approved at the 3rd Joint Coordinating Committee.

2.3. Project Design Matrix (PDM)

The Project was carried out based on the PDM, which defined all the activities to be performed in the Project. Although the minor changes of the course of the Project were taken into account every time such events became necessary, the PDM was officially revised at the 3rd JCC meeting in March 2009. PDM Ver-1 (original version) and PDM Ver-2 (revised version) are presented in below:

Project Design Matrix (PDM) (Ver-1)

Project title: Modernization of Cargo Transport Project, Period: two years
Targeted area: Latakia Port in Syria, Targeted group: Latakia Port General Company (LPGC)

Narrative Summary		Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Maritime Cargo transport system is modernized.		<ul style="list-style-type: none"> International trading cargo is smoothly delivered between shippers and consignees. 	<ul style="list-style-type: none"> Interview with the shippers and consignees. 	<ul style="list-style-type: none"> The volume of port cargo does not exceed the port capacity in terms of infrastructures (Pre-condition of the verifiable indicator in this row)
Project Purpose Efficient port operations at Latakia Port are achieved.		<ul style="list-style-type: none"> Off-shore waiting time (both container and conventional) is shortened. (by 20%) 	<ul style="list-style-type: none"> Records of ship arrival and departure at/from the port, and cargo-handling operations. 	<ul style="list-style-type: none"> The volume of port cargo does not exceed over the port capacity in terms of infrastructures (Pre-condition of the verifiable indicator)
Outputs 1. Proper management and operations of the port is realized.		1-1 Over all port-related traffic flow is properly controlled. 1-2 Berthing plan is properly managed. 1-3 Revenue of the port is increased.	1-1 Consultation with the Ministry of Transport of Syria (MOT) and LPGC, shipping lines, etc. 1-2 Interview with port company 1-3 Financial reports of the port.	Co-operation with the administrative authorities concerned including customs office and is ensured.
2. The accounting system for port financial management is improved and human resources are developed.		2-1 Capital stock of LPGC is properly managed. 2-2 Plan of investment in equipments and/or facilities is elaborated. 2-3 Tariff policy is proposed from the viewpoint of competitiveness. 2-4 The provisional cost reduction and cost recovery plan is elaborated. 2-5 The training manual and program is elaborated and the training is implemented.	2-1 Record of capital stock 2-2 Record of investment 2-3 Financial reports of the port 2-4 The provisional cost reduction and cost recovery plan 2-5 The training manual, program and record of the training	Governmental Policy on port and cargo transport does not change drastically Decree No. 54 for the year of 2006 of the Ministry of Finance will be executed as scheduled on 1 st of January 2008..
3. Container terminal operations are improved.		3-1 Container-handling productivity is increased by 20% (16 units/hour/vessel>>19 units/hour/vessel)	3-1 Records of berthing and cargo-handling operations	
4. Conventional / multi purpose terminal operations are improved.		4-1 Productivity of handling conventional cargo is increased (targets are to be determined by cargo type) 4-2 Cargo dwelling time in storage and transit sheds is decreased (targets are to be determined by cargo type)	4-1 Records of berthing and cargo-handling operations 4-2 Records of cargo receiving and delivery to/from transit sheds, and interview with consignors/consignees	

<p>5. Technical skills in cargo-handling are improved.</p>	<p>5-1 Training manuals for port workers are prepared. 5-2 Training program is established. 5-3 Participants to a technical training program accounts for over 50% of the total workers of the port.</p>	<p>5-1 Manuals 5-2 Training programs 5-3 Record of participants of the training</p>	
--	--	---	--

Activities	Inputs	Pre-conditions
<p>1. To realize proper port management and operations</p> <p>1-1 To study the present situation of Latakia Port and Tartous Port such as the demarcation of the two ports</p> <p>1-2 To study future demand of containers of Latakia Port and Tartous port</p> <p>1-3 To develop cargo-related database of the port, which indicates location of cargoes</p> <p>1-4 To improve berth allocation plan</p> <p>1-5 To improve storage plans at open storages, transit sheds, etc.</p> <p>1-6 To study the present conditions of port services (tug, pilot services, etc.) and to upgrade these service levels</p> <p>1-7 To make a land traffic control plan within the port</p> <p>1-8 To study the present financial conditions of LPGC and to propose measures to improve the conditions</p> <p>2. To improve the accounting system for port financial management and to develop the related human resources</p> <p>2-1 To study current financial condition of LPGC</p> <p>2-2 To design and establish accounting rule to manage capital of LPGC, including depreciation of capital stock</p> <p>2-3 To make a investment plan of equipments and facilities</p> <p>2-4 To study current tariff policy and propose competitive tariff policy</p> <p>2-5 To study current fixed and operating cost and propose the cost reduction and cost recovery plan</p> <p>2-6 To make a manual of accounting system</p> <p>2-7 To make a training program of personnel of LPGC in accounting</p> <p>2-8 To conduct training of accounting for personnel of LPGC</p> <p>3. To improve container terminal operations</p> <p>3-1 To grasp usage conditions of the container yard</p> <p>3-2 To make a facility layout plan in the container yard</p> <p>3-3 To establish systems of gate control, container inventory control and traffic flow control</p> <p>3-4 To study the present conditions of stuffing/de-stuffing operations in the container yard and to propose measures to improve these operations</p> <p>3-5 To make a dockside loading/unloading plan and marshaling plan in the container yard</p> <p>3-6 To make a safety plan of port workers</p>	<p>Japanese side:</p> <ul style="list-style-type: none"> • Dispatch of experts • Chief adviser and port management • Port operation (mainly for container terminal) • Port operation (mainly for conventional / multipurpose terminal and inland container depot) • Cargo-handling • Financial analyst • Employment of local interpreters • Equipment necessary for instructing cargo-handling technical skills • Receiving trainees (JICA C/P group training) 	<p>Syrian side</p> <ul style="list-style-type: none"> • Nomination of an appropriate project leader and the members of a counter group • Operational and maintenance costs for the project • Office space and equipment (PCs, etc.) for the project • Permission of the usage of training facilities and cargo-handling machines necessary for instructing technical skills • Provision of movement means for the project (provision of vehicles) • Arrangement of secretaries necessary for project activities <p>Pre-conditions</p> <ul style="list-style-type: none"> • Co-operation with the labor union is ensured (the labor union is not against the said project).

<p>4. To improve conventional / multi-purpose terminal operations</p> <p>4-1 To study the present conditions of cargo-handling and cargo inventory control</p> <p>4-2 To make a multi-purpose usage plan of the existing terminals for both container and conventional cargo</p> <p>4-3 To make a cargo-handling operation control plan in the conventional terminal</p> <p>4-4 To establish a cargo inventory control system in storages and transit sheds</p> <p>4-5 To make a safety plan of port workers</p> <p>4-6 To study measures to promote ICD usage for rational use of the terminals</p> <p>4-7 To study establishment of ICD if necessary</p> <p>5. To improve technical skill in cargo-handling</p> <p>5-1 To study the present conditions of cargo-handling</p> <p>5-2 To propose the introduction of proper cargo-handling</p> <p>5-3 To make an operation manual for handling containers/conventional cargoes, which includes advice of the maintenance of cargo-handling machinery</p> <p>5-4 To make an arrangement plan of workers handling containers/conventional cargoes, including repair of cargo-handling machinery</p> <p>5-5 To make a technical training program in handling containers/conventional cargoes including repair of cargo-handling machinery</p> <p>5-6 To conduct training for workers handling containers/conventional cargoes including repair of cargo-handling machinery</p>			
---	--	--	--

Project Design Matrix (PDM) (Ver-2)

Project title: Modernization of Cargo Transport Project, Period: two years
Targeted area: Latakia Port in Syria, Targeted group: Latakia Port General Company (LPGC)

Narrative Summary		Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Maritime Cargo transport system is modernized.		<ul style="list-style-type: none"> International trading cargo is smoothly delivered between shippers and consignees. 	<ul style="list-style-type: none"> Port statistics and interview with the shippers and consignees. 	<ul style="list-style-type: none"> The volume of port cargo does not exceed the port capacity in terms of infrastructures (Pre-condition of the verifiable indicator in this row)
Project Purpose Efficient port operations at Latakia Port are achieved.		<ul style="list-style-type: none"> Cargo volume handled in the Latakia Port increases at a reasonable rate. 	<ul style="list-style-type: none"> Port statistics. 	<ul style="list-style-type: none"> The volume of port cargo does not exceed over the port capacity in terms of infrastructures (Pre-condition of the verifiable indicator)
Outputs 1. Proper management and operations of the port is realized. 2. A proper financial management system is introduced and human resources in the field are developed. 3. Conventional terminal operations are improved. 4. Technical skills in cargo-handling are improved.		<ul style="list-style-type: none"> An organizational reform plan of LPGC is authorized in LPGC. A traffic control plan is established Expertise in the field, including port planning, is effectively transferred to the Syrian side. A financial management system is introduced. Revenue and expenditure are reasonably managed. A budgetary control system on expenditure is introduced. <p>(for specified types of cargo)</p> <ul style="list-style-type: none"> Productivity improvement plans on cargo handling of the specified commodities are prepared. An important plan on cargo inventory operation in warehouses and transit sheds is established. Operational performance indicators are properly managed. Equipment procurement planning procedure is established. Equipment inspection, breakdown and maintenance information is properly managed. 	<ul style="list-style-type: none"> Interviews with LPGC (and MOT) Interviews with LPGC Results of the monitoring process Interviews with the LPGC management Analysis on Financial Statement Results of the monitoring process An on-site survey and interviews with LPGC Port statistics on operational performance An on-site survey and interviews with LPGC's Directorate Equipment inspection and maintenance records 	<ul style="list-style-type: none"> Co-operation with the administrative authorities concerned including customs office and is ensured. Governmental Policy on port and cargo transport does not change drastically Decree No. 54 for the year of 2006 of the Ministry of Finance will be executed as scheduled on 1st of January 2008..

Activities	Inputs	Pre-conditions
<p>1. To realize proper port management and operations</p> <p>1-1 To study the present situation of Latakia Port and Tartous Port such as the demarcation of the two ports</p> <p>1-2 To study future demand of containers of Latakia Port and Tartous port</p> <p>1-3 To develop cargo-related database of the port, which indicates location of cargoes</p> <p>1-4 To improve berth allocation plan</p> <p>1-5 To improve storage plans at open storages, transit sheds, etc.</p> <p>1-6 To study the present conditions of port services (tug, pilot services, etc.) and to upgrade these service levels</p> <p>1-7 To make a land traffic control plan within the port</p> <p>1-8 To propose a suitable organizational structure of LPGC</p> <p>1-9 To develop a proper methodology to formulate future development strategies of the Port</p> <p>1-10 To carry out a case study to prepare alternative plans of port redevelopment</p> <p>2. To establish an appropriate financial management system for the port and to develop the related human resources</p> <p>2-1 To study current financial condition of LPGC</p> <p>2-2 To make recommendations on the current accounting system, taking into account port accounting systems in the world</p> <p>2-3 To prepare alternative investment plans on infrastructure and equipment and evaluate them from various viewpoints</p> <p>2-4 To review the current tariff policy and propose alternative tariff policies taking into account the capital and operational costs involved</p> <p>2-5 To review the current fixed and variable costs of LPGC and propose necessary cost reduction/recovery plans</p> <p>2-6 To establish an appropriate financial management system of the port</p> <p>2-7 To prepare an effective training program on the financial management</p> <p>2-8 To conduct training on financial management of the port for the LPGC personnel</p> <p>3. To improve conventional terminal operations</p> <p>3-1 To study the present conditions of cargo-handling and cargo inventory control</p> <p>3-2 To make a cargo-handling operation control plan in the</p>	<p>Japanese side:</p> <ul style="list-style-type: none"> • Dispatch of experts • Chief adviser and port management - Port operation (mainly for container terminal) - Port operation (mainly for conventional / multipurpose terminal and inland container depot) - Cargo-handling - Financial analyst - Port Planning • Employment of local interpreters • Receiving trainees (JICA C/P group training) <p>Syrian side</p> <ul style="list-style-type: none"> • Nomination of an appropriate project leader and the members of a counter group • Operational and maintenance costs for the project • Office space and equipment (PCs, etc.) for the project • Permission of the usage of training facilities and cargo-handling machines necessary for instructing technical skills • Provision of movement means for the project (provision of vehicles) • Arrangement of secretaries necessary for project activities 	<p>Pre-conditions</p> <ul style="list-style-type: none"> • Co-operation with the labor union is ensured (the labor union is not against the said project).

conventional terminal			
3-3 To establish a cargo inventory control system in storages and transit sheds			
3-4 To make a safety plan of port workers			
4. To improve technical skill in cargo-handling			
4-1 To study the present conditions of conventional cargo-handling			
4-2 To propose the introduction of proper cargo-handling of conventional cargo			
4-3 To make an operation manual for handling conventional cargo, which includes advice of the maintenance of cargo-handling machinery			
4-4 To make an arrangement plan of workers handling conventional cargo, including repair of cargo-handling machinery			
4-5 To make a technical training program in handling conventional cargo including repair of cargo-handling machinery			
4-6 To conduct training for workers handling conventional-cargo including repair of cargo-handling machinery			

2.4. Outputs of the Project

Based on the PDM Ver-2, the summary of the outputs produced is shown in the following table.

Table 1. Summary of Achievement

Narrative Summary	Verifiable Indicators	Summary of Achievement
Project Purpose: Efficient port operations at Lattakia Port are achieved.	<ul style="list-style-type: none"> Cargo volume handled in the port increases at a reasonable rate. 	Cargo throughput of Lattakia Port during the first nine months of the year 2009 has shown a dramatic increase (15.5%) despite the fact all most ports in the world have experienced a significantly decrease in cargo volume since the beginning of 2009.
Outputs: 1. Proper Management and operations of the port is realized	1-1 An organizational reform plan of LPGC is authorized in LPGC. 1-2 A traffic control plan in the port is established. 1-3 Expertise in the field, including port planning, is effectively transferred to the Syrian side.	1-1 Approved by the General Manager, a reform plan proposed by the JICA expert is currently being discussed at the administrative committee of LPGC. 1-2 Some alternative traffic plans were proposed in the textbook but they have to be reviewed after scrutinizing a traffic control plan of the operator, which will be made clear at the end of this year. 1-3 A variety of expertise in this field was elaborated in the textbook and discussed in the training session in 2008. Furthermore, a working groups on port planning, pavement, etc. were set up in the spring of 2009, where various topics including safety issues and planning issues were discussed.
2. A proper financial management system is introduced and human resources in the field are developed.	2-1 A financial management system is introduced.. 2-2 Revenue and expenditure are reasonably managed. 2-3 A budgetary control system on expenditure is introduced.	2-1 A financial management system was fully discussed in the lecture session and LPGC is trying to introduce the system through firstly establishing a budgetary control system. 2-2 Following the rules applied to national companies, LPGC reasonably manages its revenue and expenditure including depreciation cost. 2-3 The working group that was set up in March 2009 concluded that a new budgetary control system, in which a detailed version of the current reporting format to the ministries is prepared to report to the LPGC management, should be introduced in near future. A first financial report was reported to all the managers of LPGC at one of the weekly managers meetings in August.
3. Conventional terminal operations are improved.	3-1 (for specified types of cargo) Productivity improvement plans on cargo handling of the specified commodities are prepared. 3-2 An improvement plan on cargo inventory operation in warehouses and transit sheds is established.	3-1 Productivity improvement plans are elaborated in the textbook and were discussed with the counterpart personnel. Furthermore, a working group on the subject was set up in March 2009, where measures to be taken to improve productivity were discussed. Several handling gears from Japan were newly examined and test operations with these gears were carried out. 3-2 Measures to improve operational work in warehouses and transit sheds are described in the textbook and discussed at the working group.

<p>4. Technical skills in cargo-handling are improved.</p>	<p>4-1 Operational performance indicators are properly managed.</p> <p>4-2 Equipment procurement planning procedure is established.</p> <p>4-3 Equipment inspection, breakdown and maintenance information is properly managed.</p>	<p>4-1 Several operational performance indicators such as vessel productivity and berth productivity are identified in the manual and the counterpart personnel calculated them for a specific period for future use.</p> <p>4-2 Planning procedure to procure additional equipment for container operation is elaborated in the textbook and was discussed in the training session. Because conventional cargo is not expected to significantly increase in future, procurement of new equipment has to be considered before good maintenance of the current operational equipment is actualized.</p> <p>4-3 A working group on the subject was set up in March 2009, where necessary expertise to carry out preventive maintenance was successfully transferred.</p>
--	---	--

3. Implementation Schedule

3.1. PO (Plan of Operation) & WBS (Work Breakdown Structure)

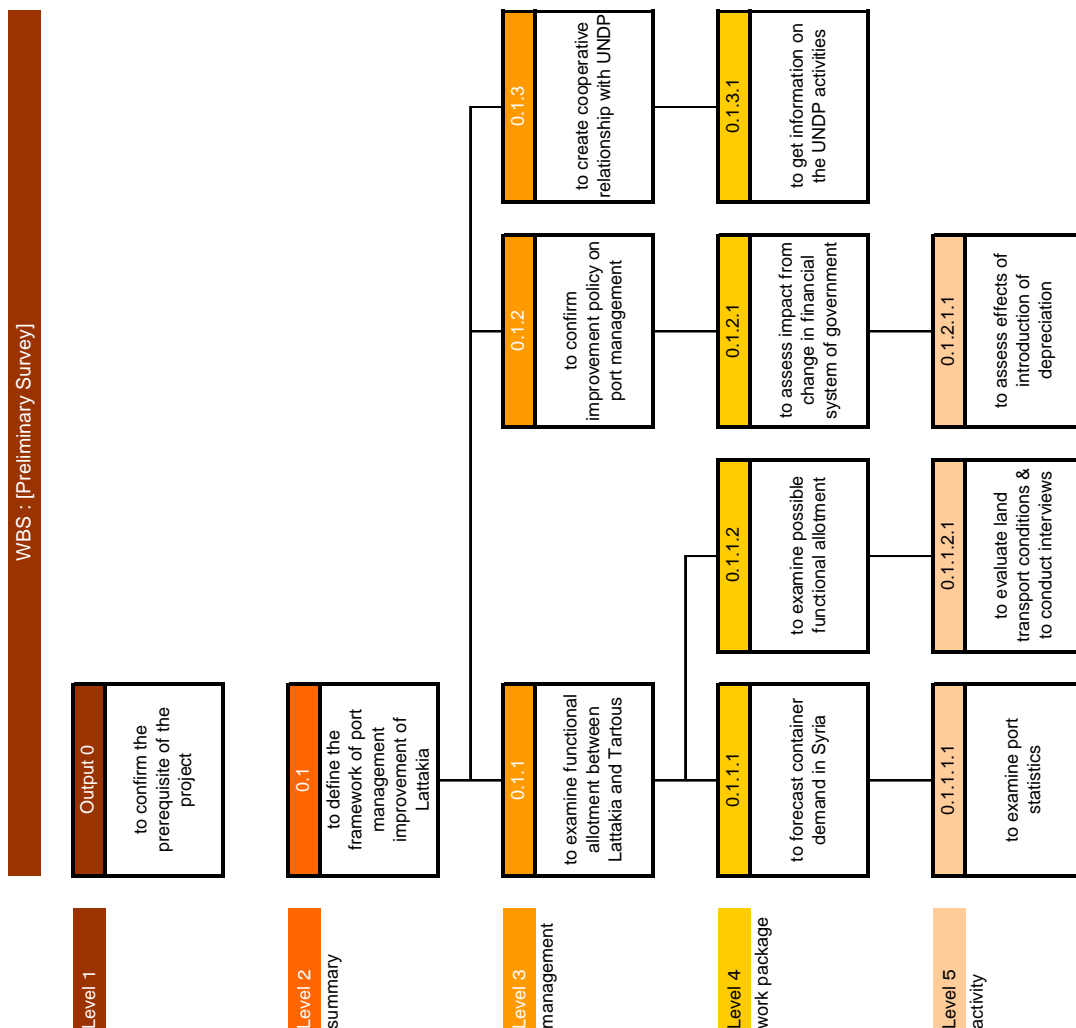
“Plan of Operation (PO)” shows a time schedule of the activities defined in PDM.

“Work Breakdown Structure (WBS)” shows relationship among the detailed activities, which is constructed to supervise and monitor the progress of the Project.

The Plan of Operation and the Work Breakdown Structure of the Project are show in the following figures:

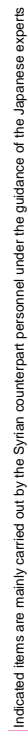
Plan of Operation

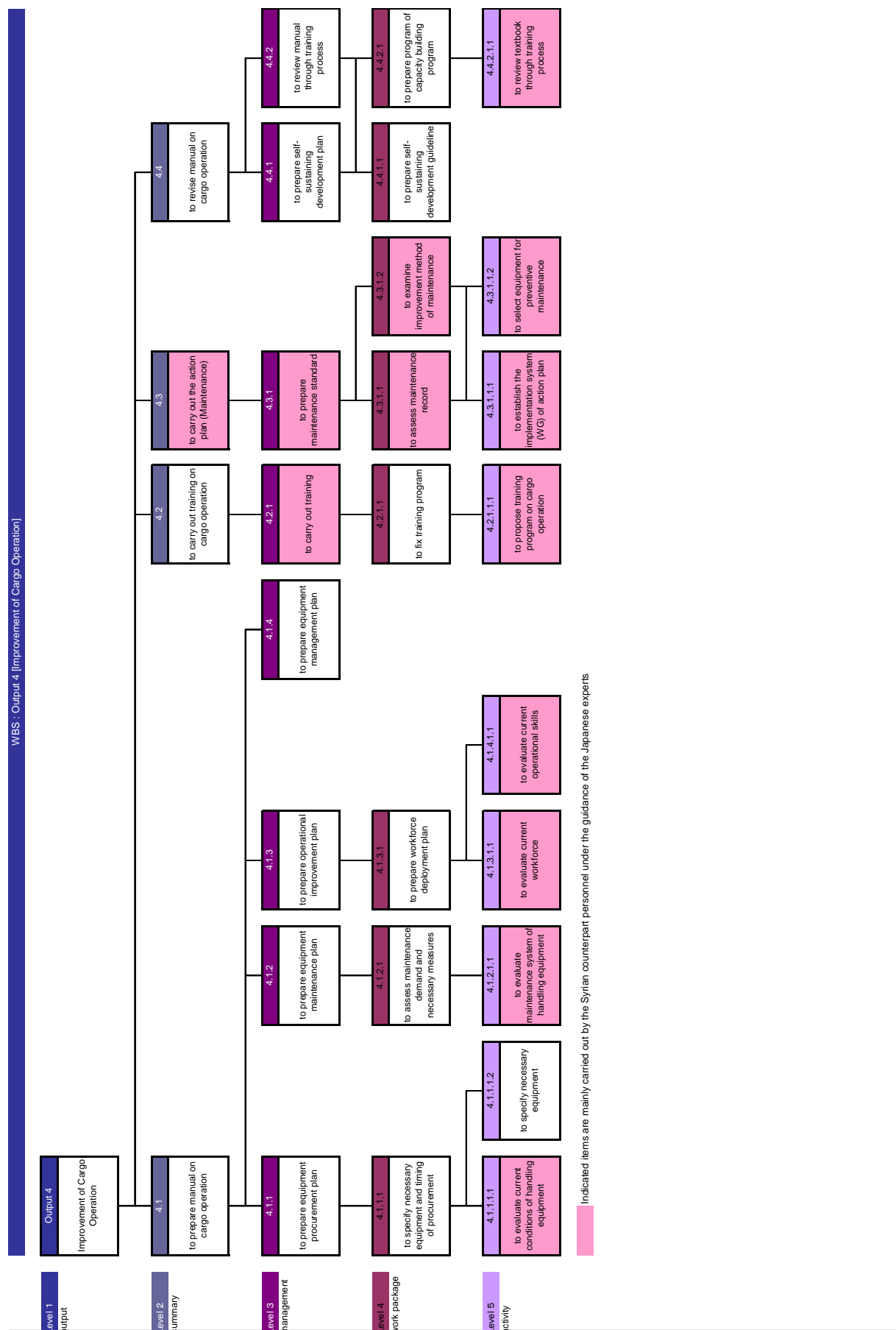
Input	2007												2008												2009													
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	
Activities																																						
1. 1. To realize proper port management and operations																																						
1-1 To study the present situation of Latakia Port and Tartous Port such as the demarcation of the two ports																																						
1-2 To study future demand of containers of Latakia Port and Tartous port																																						
1-3 To develop cargo-related database of the port, which indicates location of cargoes																																						
1-4 To improve berth allocation plan																																						
1-5 To improve storage plans at open storages, transit sheds, etc.																																						
1-6 To study the present conditions of port services (tug, pilot services, etc.) and to upgrade these service levels																																						
1-7 To make a land traffic control plan within the port																																						
1-8 To propose a suitable organizational structure of LPGC																																						
1-9 To develop a proper methodology to formulate future development strategies of the Port																																						
1-10 To carry out a case study to prepare alternative plans of port redevelopment																																						
2. 2. To establish an appropriate financial management system for the port and to develop the related human resources																																						
2-1 To study current financial condition of LPGC																																						
2-2 To make recommendations on the current accounting system, taking into account port accounting systems in the world																																						
2-3 To prepare alternative investment plans on infrastructure and equipment and evaluate them from various viewpoints																																						
2-4 To review the current tariff policy and propose alternative tariff policies taking into account the capital and operational costs involved																																						
2-5 To review the current fixed and variable costs of LPGC and propose necessary cost reduction/recovery plans																																						
2-6 To establish an appropriate financial management system of the port																																						
2-7 To prepare an effective training program on the financial management																																						
2-8 To conduct training on financial management of the port for the LPGC personnel																																						
3. 3. To improve conventional terminal operations																																						
3-1 To study the present conditions of cargo-handling and cargo inventory control																																						
3-2 To make a cargo-handling operation control plan in the conventional terminal																																						
3-3 To establish a cargo inventory control system in storages and transit sheds																																						
3-4 To make a safety plan of port workers																																						
4. 4. To improve technical skill in cargo-handling																																						
4-1 To study the present conditions of conventional cargo-handling																	</																					



- Project Completion Report-







3.2. JCC (Joint Coordinating Committee)

JCC meetings were held five times during the two-year operation.

The outlines of the JCC meetings and the lists of the participants are shown below:

Table 2. Outlines of JCC Meetings

	Date	Outline of Conclusion
1 st JCC	February 4, 2007	<p>The first JCC meeting approved the proposed annual work plan of the Project.</p> <p>When a management contract is actualized in a certain point of time in future, the contents of this project, or the PDM, may have to be amended according to the terms of the contract.</p> <p>Because an issue on port administration and management is very important, the issue has to be put a special emphasis on when working for the Project.</p> <p>Introduction of the advanced IT technology to various port procedures has to be taken into account.</p>
2 nd JCC	November 8, 2008	<p>The second JCC meeting agreed upon the Interim Report and approved the revision of the PDM.</p> <p>Major points of discussion are summarized as follows:</p> <ul style="list-style-type: none"> ---to properly oversee the container terminal operator ---to improve operational efficiency of conventional cargo handling ---to introduce computerized port management system such as EDI and to develop the human resources in the field ---to upgrade the service level of pilotage and tug boat along with possible introduction of their privatization ---to include technology transfer on demand forecast and estimation of terminal (port) capacity in the Project
3 rd JCC	March 4, 2009	<p>The third JCC meeting agreed on the following points:</p> <p>Based on the mutual consultation between the Syrian side and JICA, activities related to container terminal, e.g. container cargo handling and supervision of a private operator, are to be completely excluded from the scope of the Project.</p> <p>In order to expedite the process to achieve the project purpose, both sides agreed that the Project shall concentrate on 6 urgent issues below in the remaining period of the Project:</p> <ul style="list-style-type: none"> ---Rehabilitation of Pavement, ---Introduction of Preventive (Periodic) Maintenance, ---Quality Improvement of Conventional Cargo Handling, ---Safety Improvement of Port Work, ---Introduction of Budgetary Control System on Expenditure, and ---Technology Transfer on Port Planning (Port Capacity Estimation)

4 th JCC	August 13, 2009	<p>The fourth JCC meeting has agreed on the result of the final evaluation of the Project. The followings are the results of the final evaluation based on Five-Evaluation Grid:</p> <p>---Relevance: High ---Effectiveness: Moderate ---Efficiency: High ---Impacts: Moderate ---Sustainability: High</p> <p>The Syrian side and JICA concluded that the Project had contributed to the needs of the Syrian Government to improve the port operation at Lattakia Port.</p>
5 th JCC	November 8th , 2009	<p>The fifth JCC meeting has agreed on the Project Completion Report. The followings are the contents of the Report</p> <ol style="list-style-type: none"> 1. Introduction 2. Outline of the Project 3. Implementation Schedule 4. Inputs to the Project 5. Outcomes of the Project 6. Lessons Learned through the Project <p>.</p>

Table 3. List of Participants

1st Joint Coordinating Committee

No.	Name	Position	Organization
Syrian Side			
1	Dr. Yarob Badr	Minister	Ministry of Transport
2	Mr. Imad	Vice Minister	ditto
3	Mr. Suleiman A. Balouch	General Manager	LPGC
4	Mr. Hussam al Najjar	Director of Transport	State Planning Committee
5	Mr. Suhail Sultan	Head	Lattakia Customs Office
6	Mr. Abdul Kader Sabra	Head	Syrian Maritime Chamber
7	Mr. Naman Sary	Vice General Manager	LPGC
8	Mr. Osama Machich	Planning Manager	ditto
Japanese side			
1	Mr. Masaki Kunieda	Ambassador	Embassy of Japan
2	Mr. Satoshi Baba	First Secretary	Embassy of Japan
3	Ms. Akiko Tomita	Resident Representative	JICA, Syria Office
4	Mr. Yosuke Tamabayashi	Deputy Resident Representative	ditto
5	Mr. Sakher Mrishih	Programme Officer Economic Sector	ditto
6	Ms. Yuko Ido	Project Formulation Adviser	ditto

7	Mr. Susumu Naruse	Expert Team (Chief Advisor)	OCDI
8	Mr. Michiharu Nose	Expert Team (Financial)	OCDI
9	Mr. Masao Ichinose	Expert Team (Maintenance)	OCDI
10	Mr. Katsuhito Saka	Expert Team (Port Operation 2)	OCDI

2nd Joint Coordinating Committee

No.	Name	Position	Organization
Syrian Side			
1	Dr. Yarob Badr	Minister	Ministry of Transport
2	Mr. Suleiman A. Balouch	General Manager	LPGC
3	Mr. Hussam al Najjar	Director of Transport	State Planning Committee
4	Mr. Shahdat Haidar	Head	Lattakia Customs Office
5	Mr. Abdul Kader Sabra	Head	Syrian Maritime Chamber
6	Mr. Naman Sary	Vice General Manager	LPGC
7	Mr. Osama Machich	Planning Manager	ditto
Japanese side			
1	Mr. Satoshi Baba	First Secretary	Embassy of Japan
2	Mr. Hideki Tanabe	Senior Representative	JICA, Syria Office
3	Mr. Sakher Mrishih	Programme Officer Economic Sector	ditto
4	Ms. Yuko Ido	Project Formulation Adviser	ditto
5	Mr. Susumu Naruse	Expert Team (Chief Advisor)	OCDI
6	Mr. Michiharu Nose	Expert Team (Financial)	ditto
7	Mr. Masao Ichinose	Expert Team (Maintenance)	ditto
8	Mr. Shinichi Tezuka	Expert Team (Port Operation 1)	ditto
9	Mr. Katsuhito Saka	Expert Team (Port Operation 2)	ditto
10	Mr. Hiroshi Yamasaki	Expert Team (Accounting)	ditto

3rd Joint Coordinating Committee

No.	Name	Position	Organization
Syrian Side			
1	Dr. Yarob Badr	Minister	Ministry of Transport
2	Mr. Ismail	Vice Minister	ditto
3	Ms. Dima Al Assaf	Maritime Transport Director	ditto
4	Mr. Suleiman A. Balouch	General Manager	LPGC
5	Mr. Hussam al Najjar	Director of Transport	State Planning Committee
6	Mr. Shahdat Haidar	Head	Lattakia Customs Office
7	Mr. Abdul Kader Sabra	Head	Syrian Maritime Chamber
8	Mr. Bashar Khaddam	Training Manager	LPGC
9	Mr. Osama Machich	Planning Manager	ditto
Japanese side			

1	Mr. Satoshi Baba	First Secretary	Embassy of Japan
2	Mr. Tomoyuki Naito	Leader of Project Consultation Team	JICA
3	Mr. Makoto Kanagawa	Member of Project Consultation Team	ditto
4	Mr. Yasuyuki Nishio	ditto	MLIT
5	Mr. Hideki Tanabe	Senior Representative	JICA, Syria Office
6	Mr. Sakher Mrishih	Programme Officer Economic Sector	ditto
7	Ms. Yuko Ido	Project Formulation Adviser	ditto
8	Mr. Susumu Naruse	Expert Team (Chief Advisor)	OCDI
9	Mr. Katsuhito Saka	Expert Team (Port Operation 2)	ditto
10	Mr. Hironobu Shiratsuchi	Expert Team (Port Planning)	ditto

4th Joint Coordinating Committee

No.	Name	Position	Organization
Syrian Side			
1	Ms. Dima Al Assaf	Maritime Transport Director	ditto
2	Mr. Suleiman A. Balouch	General Manager	LPGC
3	Mr. Hussam al Najjar	Director of Transport	State Planning Committee
4	Mr. Nizar Asaad	Representative of customs	Lattakia Customs Office
5	Mr. Bashar Khaddam	Training Manager	LPGC
6	Mr. Osama Machich	Planning Manager	ditto
Japanese side			
1	Mr. Yukihiro Koizumi	Leader of Final Evaluation Team	JICA
2	Mr. Kyoko Okamura	Member of Final Evaluation Team	ditto
3	Mr. Ken Kumazawa	ditto	Almec
4	Mr. Hideki Tanabe	Senior Representative	JICA, Syria Office
5	Mr. Louai Kassab Hasan	Programme Officer Economic Sector	ditto
6	Mr. Susumu Naruse	Expert Team (Chief Advisor)	OCDI
7	Mr. Hironobu Shiratsuchi	Expert Team (Port Planning)	ditto

5th Joint Coordinating Committee

No.	Name	Position	Organization
Syrian Side			
1	Mr. Suleiman A. Balouch	General Manager	LPGC
2	Mr. Suleiman Hatem	Manager	Ministry of Transport
3	Mr. Bashar Khaddam	Training Manager	LPGC
4	Mr. Osama Machich	Planning Manager	ditto
5	Mr. George Suleiman	Technical Manager	ditto
Japanese side			
1	Mr. Takayuki Baba	Second Secretary	Embassy of Japan
2	Ms. Akiko Tomita	Resident Representative	JICA, Syria Office
3	Mr. Hideki Tanabe	Senior Representative	JICA, Syria Office
4	Mr. Louai Kassab Hasan	Programme Officer Economic Sector	ditto
5	Mr. Susumu Naruse	Expert Team (Chief Advisor)	OCDI
6	Mr. Masakazu Okuno	Expert Team (Port Planning)	ditto
7	Mr. Hironobu Shiratsuchi	Expert Team (Port Planning)	ditto

Conclusion of 1st JCC

CONCLUSION
of
The First Joint Coordinating Committee
for
The Modernization of Cargo Transportation Project
in
The Syrian Arab Republic

Following the ANNEX VI of the RECORD OF DISCUSSIONS BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY AND AUTHORITIES CONCERNED OF THE SYRIAN ARAB REPUBLIC ON TECHNICAL COOPERATION FOR MODERNIZATION OF CARGO TRANSPORTATION PROJECT signed on 28th of June, 2007 (hereinafter referred to as "the R/D"), the First Joint Coordinating Committee (hereinafter referred to as "JCC") for the Modernization of Cargo Transportation Project (hereinafter referred to as "The Project") in The Syrian Arab Republic was held on the 4th of February, 2008.

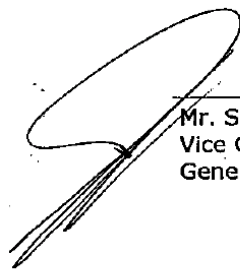
At the meeting of the first JCC, the Inception Report including the first annual work plan of The Project was presented and proposed by the JICA Expert Team.

As the results of discussions, the first JCC meeting has approved the proposed annual work plan of the Project without any amendments.

The minutes of the meeting are attached in this paper and the main points are summarized bellow:

- When a management contract is actualized in a certain point of time in future, the contents of this project, or the PDM, may have to be amended according to the terms of the contract.
- Because an issue on port administration and management is very important, the issue has to be put a special emphasis on when working for the project.
- Introduction of the advanced IT technology to various port procedures has to be taken into account.

Damascus, 4th of February, 2008



Mr. Suleiman A. Balouch
Vice Chairperson of JCC
General Manager, Lattakia Port General Company

Conclusion of 2nd JCC

CONCLUSION
of
The Second Joint Coordinating Committee
for
The Modernization of Cargo Transportation Project
in
The Syrian Arab Republic

The second meeting of the Joint Coordinating Committee (hereinafter referred to as "JCC") for the Modernization of Cargo Transportation Project (hereinafter referred to as "The Project") in The Syrian Arab Republic was held on the 8th of November 2008.

At the meeting, the Interim Report, which described the major activities having been conducted by the Project Team in close collaboration with LPGC for the previous one year, was presented by JICA Expert Team. Moreover, the revision of the PDM, which was to incorporate technology transfer on "Port Planning" into the activities of the Project, was proposed.

Lots of discussions on various issues related to the Project were made among the participants, and their major points to be reminded are summarized as follows:

- to properly oversee the container terminal operator
- to improve operational efficiency of conventional cargo handling
- to introduce computerized port management systems such as EDI and to develop the human resources in the field
- to upgrade the service level of pilotage and tug boat along with possible introduction of their privatization
- to include technology transfer on demand forecast and estimation of terminal (port) capacity in the Project

Finally, the second JCC meeting has agreed upon the Interim Report and approved the revision of the PDM without any amendments.

Lattakia, 8th of November, 2008

Mr. Suleiman A. Balouch
Vice-Chair of JCC
General Manager,
Lattakia Port General Company

Minutes of 3rd JCC

**MINUTES OF MEETINGS
BETWEEN JAPAN INTERNATIONAL COOPERATION AGENCY
AND THE AUTHORITIES CONCERNED OF THE SYRIAN ARAB REPUBLIC
ON TECHNICAL COOPERATION
FOR
MODERNIZATION OF CARGO TRANSPORTATION PROJECT**

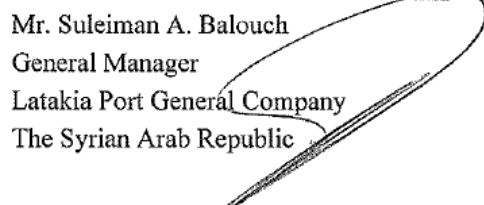
The Project Consultation Team on Modernization of Cargo Transportation Project (hereinafter referred to as "the Technical Cooperation Project"), organized by Japan International Cooperation Agency (hereinafter referred to as "JICA"), was dispatched to the Syrian Arab Republic from Feb 27th to Mar 6th 2009. The purpose of the dispatch was to confirm the current status and the necessary modification of activities of the Technical Cooperation Project with the authorities concerned of the Government of Syria under the technical cooperation of the Government of Japan.

During its stay, the Project Consultation Team exchanged views with the related authorities of the Government of Syria through a series of meetings and field observations on the Technical Cooperation Project.


As the result of the discussions, both parties reached common understanding regarding the matters mentioned in the Attached Document hereto.


Damascus, 4th March 2009


Mr. Tomoyuki Naito
Leader
Project Consultation Team
Japan International Cooperation Agency
Japan


Mr. Suleiman A. Balouch
General Manager
Latakia Port General Company
The Syrian Arab Republic

witnessed by


Mr. Hussam al Najjar
Director of Transport
State Planning Committee
The Syrian Arab Republic


Dr. Eng. Yarob S. Badr
Minister of Transport
The Syrian Arab Republic

Attached Document

1. Purpose of the Project Consultation Team
The purpose of the Project Consultation Team is
 - 1) to confirm current status of the Technical Cooperation Project, and
 - 2) to confirm necessary modification of activities of the Technical Cooperation Project.
2. Mutual Confirmation of Current Status
 - 2-1 The Technical Cooperation Project commenced from Nov 2007 with the dispatch of the Expert Team to Latakia Port General Company (LPGC), based on the Record of Discussions (R/D) signed by the Syrian and Japanese sides on Jun 28th 2007.
 - 2-2 The Expert Team has been conducting its activities based on the Project Design Matrix (PDM) attached to the R/D.
 - 2-3 LPGC has prepared for the introduction of a private operator into its container terminals, under the technical assistance of United Nations Development Programme (UNDP) before the commencement of the Technical Cooperation Project, and on Feb 7th 2009 it signed on the agreement of the Management Contract with Revenue Sharing, with CMA CGM consortium.
 - 2-4 According to the above-mentioned agreement, it is necessary for LPGC and JICA to modify activities based on the part VII in the Attached Document of R/D, because the container terminal operation, which is one of the activities mutually agreed by both sides in R/D, will be transferred to the consortium.
3. Modification of Activities of the Technical Cooperation
 - 3-1 Based on the mutual consultation between LPGC and JICA, activities related to container terminal, e.g. container cargo handling and supervision of a private operator, are to be excluded completely from the scope of the Technical Cooperation Project.
 - 3-2 In order to expedite the process to achieve the Project Purpose, both sides agreed that the Technical Cooperation Project shall concentrate on 6 urgent issues below (see Annex-1 for their action plans) in the remaining period of the Technical Cooperation Project:
 - Rehabilitation of Pavement,
 - Introduction of Preventive (Periodic) Maintenance,
 - Quality Improvement of Conventional Cargo Handling,
 - Safety Improvement of Port Work,
 - Introduction of Budgetary Control System on Expenditure, and
 - Technology Transfer on Port Planning (Port Capacity Estimation).
 - 3-3 Working groups for each urgent issue mentioned above shall be headed by LPGC staffs, and their members shall be appointed by an official instruction of General Manager of LPGC by the middle of April 2009.
 - 3-4 As a result of all those modifications described in 3-1 to 3-4 above, both sides agreed on the revised PDM and PO attached as Annex-2 and Annex-3 respectively.

4. Final Evaluation Mission

4-1 As both sides agreed on the part V in the Attached Document of R/D, the Final Evaluation Team of the Technical Cooperation Project will be dispatched to evaluate outcomes of the activities in or around August 2009 before the termination of the Technical Cooperation Project.

List of Annexes

Annex-1: Action Plans for Urgent Issues

Annex-2: PDM (Revised)

Annex-3: PO (Revised)

A handwritten signature in black ink, consisting of a large, stylized capital 'J' followed by a lowercase 'n'.

Annex-1

Action Plans for Urgent Issues

26/02/2009 JICA Expert Team

Among various proposals made by the JICA experts during the lecture series as well as in the textbooks (the list is posted in the last part of this paper), six issues are focused in this paper taking into account the urgency, the budgetary constraints of LPGC and easiness of approach. Actions that should be taken to tackle these issues are presented in this paper and the JICA experts will help the relevant LPGC personnel to carry out their assignments.

The six issues selected are as follows;

1. Rehabilitation of Pavement
2. Introduction of Preventive (Periodic) Maintenance
3. Quality Improvement of Conventional Cargo Handling
4. Safety Improvement of Port Work
5. Introduction of Budgetary Control System on Expenditure
6. Technology Transfer on Port Planning (Port Capacity Estimation)



1. Rehabilitation of Pavement

1.1 Setting up of Working Group in Construction Directorate

In order to find out points (or locations/areas) which need rehabilitation in the Port and to give technical considerations to them, a Working Group consisting of civil engineers and so forth, is established in the Construction Directorate.

1.2 Identification of Necessary Work

After carrying out field surveys in the Port, the WG identifies necessary rehabilitation work for each elected point.

1.3 Design & Cost Estimation

The WG conducts initial design work and roughly estimates the implementation cost for each selected rehabilitation point.

1.4 Evaluation of Each Item

Evaluating each point from the viewpoints of cost, urgency, and type of necessary work, the WG select rehabilitation points to be implemented in the year, taking into account the budgetary constraints allocated to this project.

1.5 Allocation of Budget to Selected Items

The LPGC management allocates the necessary budget to the project in the year.

1.6 Implementation of Rehabilitation Work

Rehabilitation work is implemented by private construction firms.

1.7 Period Surveys

Even after all the identified rehabilitation work at the certain point of time is completed, the WG carries out periodic (say, twice a year) field surveys to find out other necessary rehabilitation points.

Timeline for Implementation

Work Items	Schedule of One Year (to be repeated every year)											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Setting up of WG in Const Dire.	⇐											
2. Identification of Necessary Work	⇐	⇐	⇐									
3. Design & Cost Estimation			⇐	⇐	⇐							
4. Evaluation of Rehabilitation Work						⇐	⇐					
5. Allocation of Budget							⇐					
6. Implementation of Rehabilitation								⇐	⇐	⇐	⇐	⇐
7. Periodic Surveys	⇐						⇐					

2. Introduction of Preventive (Periodic) Maintenance

2-1 Preparation of Maintenance Records of Equipment (MRE)

Currently, a maintenance information system is being introduced for compiling the relevant information/records of equipment maintenance into a data base. This effort has to be continued to provide a basis for preparation of preventive maintenance manuals.

2-2 Analysis of MRE

By analyzing the maintenance records, specific characteristics of each type of equipment (e.g., fragile/durable parts, actual workable life time, etc.) are to be identified.

2-3 Instructions of Equipment Makers

The instructions of equipment makers have to be carefully examined in order to incorporate them into the maintenance manuals of LPGC.






2-4 Preparation of Manuals on Preventive Maintenance

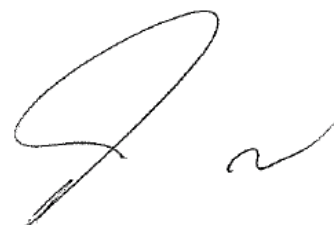
LPGC's manuals on preventive maintenance are prepared taking into account the results of examinations stated above. The important points include standardization of maintenance procedures which include intervals of periodic maintenance and criteria for parts change, and so forth.

2-5 Implementation of Preventive Maintenance

With sufficient budget allocated to preventive maintenance along with possible breakdown maintenance, a preventive maintenance system is successfully initiated.

Timeline for Implementation

Work Items	Schedule	
	First Year	Second Year
1. Preparation of MRE		
2. Analysis of MRE		
3. Instructions of Equipment Makers		
4. Preparation of Manuals		
5. Implementation of Preventive Maintenance		



3. Quality Improvement of Conventional Cargo Handling

3-1 Setting up of Quality Control Committee in Operation Directorate

In order to initiate quality control activity in LPGC, which is aimed at upgrading operational efficiency and prevention of cargo damage/accident, the Quality Control Committee is established in the operation directorate.

3-2 Planning of Test Project

After carrying out field surveys and giving thought to the recommendations already made by the JICA experts, the Committee identifies problematic areas in cargo handling. Then, the Committee plans to implement a test project such as the following ones:

- Ex. 1) Introduction of net sling and platforms for bagged cargo handling
2) Introduction of two-step handling for steel products

3-3 Implementation of Test Project

The test project is implemented, after allocating the budget to this trial.

3-4 Evaluation of Test Project

After the Committee evaluates the usefulness and the feasibility (benefits and costs) of the trial, it decides whether it can be applied to daily operation. (When the test case is evaluated irrelevant, the Committee considers another idea of improvement.)

3-5 Application in Daily Operation

After allocating the necessary budget to apply the trial in daily operation, the handling technique is used in daily operation.

Timeline for Implementation

Work Items	Schedule of One Year (to be repeated every year)											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Setup of WG in Operation direct.	←→											
2. Planning of Test Project		←→	←→	←→								
3. Implementation of Test Project					←→	←→	←→	←→				
4. Evaluation of Test Project								←→	←→			
5. Application in Daily Operation										←→	←→	←→

4. Safety Improvement of Port Work

4-1 Setting up of Safety Committee

In order to formulate "Safety Rules in the Port", the Safety Improvement Committee is established in the LPGC management including Operation Directorate and Port Police.

4-2 Identification of Problematic Areas

Observing daily works in the Port and analyzing accident statistics of the Port, the Committee identifies the specific areas in which safety improvement is needed. (Possible areas would be safety during operation work and traffic safety, for example.)

4-3 Preparation of Safety Rules

Discussing various ideas to improve safety condition in the Port, the Committee compiles "Safety Rules in the Port", which would cover both hard and software countermeasures such as provision of helmets & hard shoes for cargo handling workers, rules during working time (not to be beneath lifted cargo, not smoke while working, etc.), and traffic safety rules including hardware such as traffic signs and road marking.

4-4 Allocation of Budget

The LPGC management allocates the necessary budget to the selected countermeasures according to the priorities put on by the Committee.

4-5 Monitoring of Compliance

Conducting unannounced field inspections several times a year, the Committee monitors whether the rules are complied by the employees and other port workers.

Timeline for Implementation

Work Items	Schedule of One Year (to be repeated every year)											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Setting up of Safety Committee	⇒											
2. Identification of Problematic Areas		⇔										
3. Preparation of Safety Rules				⇔								
4. Allocation of Budget											⇒	
5. Monitoring of Compliance												→

5. Introduction of Budgetary Control System on Expenditure

5.1 Establishing Preparation Committee

For start-up of an entirely new budgetary control system for Management Accounting, Preparation Committee (Budget Control Committee) is established to decide the main frame of the system.

5.2 Setting up Special Chart of Account

The Committee sets up, among other things, the special chart of account to be used for the purpose of controlling the budget spending.

5.3 Establishing general policy of expenditure budget for the year

After sorting out actual figures of the previous year, the general budget policy for the year is established and announced to all the directorates.

5.4 Working out budget plan

An actual budget plan is worked out at each directorate based on the general policy and submitted to Preparation Committee.

5.5 Adjusting the budget

Budget plans are summarized and reviewed by the Budget Control Committee to see if the whole budget is in line with the general policy and adjustments are made if necessary.

5.6 Fixing the budget

Budget is finally fixed and announced to all the directorates.

5.7 Controlling the budget

In order to effectively control the spending status of budget, special accounting books are made. The books are to be accurately maintained and circulated for periodical review by all the directorates.

Timeline for Implementation

Work Items	Schedule of initial implementation											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Establishing Preparation Committee	⇒											
2. Setting up Special Chart of Account		⇔										
3. Establishing General Policy			⇒									
4. Working out budget plan				⇔								
5. Adjusting the budget						⇔						
6. Fixing the budget								⇔				
7. Controlling the budget												⇒

6. Technology Transfer on Port Planning (Port Capacity Estimation)

6.1 Setting up of Working Group

In order to estimate the capacity of Lattakia Port, a Working Group is established in the Planning and Statistics Directorate.

6.2 Presenting various Techniques for Capacity Estimation

The Expert Team presents various techniques for assessing the port capacity with necessary data/information for the assessments.

6.3 Selecting appropriate Techniques for Capacity Estimation for Lattakia Port

Appropriate technique(s) for Lattakia Port is (are) selected, taking into account available data and information.

6.4 Estimating the Capacity of Lattakia Port

Using the selected technique(s), the capacity of Lattakia Port is estimated.

Timeline for Implementation

Work Items	Schedule of One Year (to be repeated every year)					
	May	June	July	August	Sep	Oct
1. Setting up of WG	⇒					
2. Presentation of various Techniques	⇔					
3. Selection of Techniques		⇔				
4. Estimation of the Port Capacity					⇔	

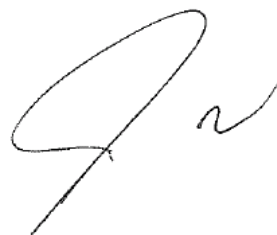
Annex-2

Project Design Matrix (PDM)

Project title: Modernization of Cargo Transport Project, Period: two years Targeted area: Latakia Port in Syria, Targeted group: Latakia Port General Company (LPGC)			
Narrative Summary		Verifiable Indicators	Means of Verification
Overall Goal Maritime Cargo transport system is modernized.		<ul style="list-style-type: none"> International trading cargo is smoothly delivered between shippers and consignees. 	<ul style="list-style-type: none"> Port statistics and Interview with the shippers and consignees.
Project Purpose Efficient port operations at Latakia Port are achieved.		<ul style="list-style-type: none"> Cargo volume handled in the Latakia Port increases at a reasonable rate. 	<ul style="list-style-type: none"> Port statistics.
Outputs <ol style="list-style-type: none"> Proper management and operations of the port is realized. A proper financial management system is introduced and human resources in the field are developed. Conventional terminal operations are improved. Technical skills in cargo-handling are improved. 		<ul style="list-style-type: none"> An organizational reform plan of LPGC is authorized in LPGC. A traffic control plan is established. Expertise in the field, including port planning, is effectively transferred to the Syrian side. A financial management system is introduced. Revenue and expenditure are reasonably managed. A budgetary control system on expenditure is introduced. <p>(for specified types of cargo)</p> <ul style="list-style-type: none"> Productivity improvement plans on cargo handling of the specified commodities are prepared. An important plan on cargo inventory operation in warehouses and transit sheds is established. Operational performance indicators are properly managed. Equipment procurement planning procedure is established. Equipment inspection, breakdown and maintenance information is properly managed. 	<ul style="list-style-type: none"> The volume of port cargo does not exceed the port capacity in terms of infrastructures (Pre-condition of the verifiable indicator in this row) The volume of port cargo does not exceed over the port capacity in terms of infrastructures (Pre-condition of the verifiable indicator) <p>Co-operation with the administrative authorities concerned including customs office and is ensured.</p> <p>Governmental Policy on port and cargo transport does not change drastically</p> <p>Decree No. 54 for the year of 2006 of the Ministry of Finance will be executed as scheduled on 1st of January 2008..</p>

Activities	Inputs	Pre-conditions
<p>1. To realize proper port management and operations</p> <p>1-1 To study the present situation of Latakia Port and Tartous Port such as the demarcation of the two ports</p> <p>1-2 To study future demand of containers of Latakia Port and Tartous port</p> <p>1-3 To develop cargo-related database of the port, which indicates location of cargoes</p> <p>1-4 To improve berth allocation plan</p> <p>1-5 To improve storage plans at open storages, transit sheds, etc.</p> <p>1-6 To study the present conditions of port services (tug, pilot services, etc.) and to upgrade these service levels</p> <p>1-7 To make a land traffic control plan within the port</p> <p>1-8 To propose a suitable organizational structure of LPGC</p> <p>1-9 To develop a proper methodology to formulate future development strategies of the Port</p> <p>1-10 To carry out a case study to prepare alternative plans of port redevelopment</p>	<p>Japanese side:</p> <ul style="list-style-type: none"> • Dispatch of experts • Chief adviser and port management • Port operation (mainly for container terminal) • Port operation (mainly for conventional / multipurpose terminal and inland container depot) • Cargo-handling • Financial analyst • Port Planning • Employment of local interpreters • Receiving trainees (JICA C/P group training) <p>Syrian side</p> <ul style="list-style-type: none"> • Nomination of an appropriate project leader and the members of a counter group • Operational and maintenance costs for the project • Office space and equipment (PCs, etc.) for the project • Permission of the usage of training facilities and cargo-handling machines necessary for instructing technical skills • Provision of movement means for the project (provision of vehicles) • Arrangement of secretaries necessary for project activities 	<p>Pre-conditions</p> <ul style="list-style-type: none"> • Co-operation with the labor union is ensured (the labor union is not against the said project).
<p>2. To establish an appropriate financial management system for the port and to develop the related human resources</p> <p>2-1 To study current financial condition of LPGC</p> <p>2-2 To make recommendations on the current accounting system, taking into account port accounting systems in the world</p> <p>2-3 To prepare alternative investment plans on infrastructure and equipment and evaluate them from various viewpoints</p> <p>2-4 To review the current tariff policy and propose alternative tariff policies taking into account the capital and operational costs involved</p> <p>2-5 To review the current fixed and variable costs of LPGC and propose necessary cost reduction/recovery plans</p> <p>2-6 To establish an appropriate financial management system of the port</p> <p>2-7 To prepare an effective training program on the financial management</p> <p>2-8 To conduct training on financial management of the port for the LPGC personnel</p> <p>3. To improve conventional terminal operations</p> <p>3-1 To study the present conditions of cargo-handling and cargo inventory control</p> <p>3-2 To make a cargo-handling operation control plan in the</p>		

<p>conventional terminal</p> <p>3-3 To establish a cargo inventory control system in storages and transit sheds</p> <p>3-4 To make a safety plan of port workers</p> <p>4. To improve technical skill in cargo-handling</p> <p>4-1 To study the present conditions of conventional cargo-handling</p> <p>4-2 To propose the introduction of proper cargo-handling of conventional cargo</p> <p>4-3 To make an operation manual for handling conventional cargo, which includes advice of the maintenance of cargo-handling machinery</p> <p>4-4 To make an arrangement plan of workers handling conventional cargo, including repair of cargo-handling machinery</p> <p>4-5 To make a technical training program in handling conventional cargo including repair of cargo-handling machinery</p> <p>4-6 To conduct training for workers handling conventional-cargo including repair of cargo-handling machinery</p>			
--	--	--	--



[illegible]

Minutes of 4th JCC

MINUTES OF MEETING
BETWEEN
THE JAPANESE EVALUATION TEAM AND THE AUTHORITIES CONCERNED OF
THE SYRIAN ARAB REPUBLIC
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
MODERNIZATION OF CARGO TRANSPORTATION PROJECT

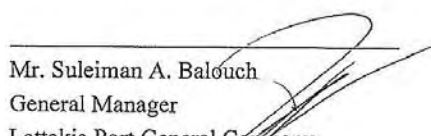
The Japan International Cooperation Agency (hereinafter referred to as "JICA"), dispatched the Final Evaluation Team (hereinafter referred to as "the Team") headed by Mr. Yukihiro KOIZUMI, Director, Economic Infrastructure department, JICA to the Syrian Arab Republic from August 1st to August 14th, 2009 for the purpose of conducting the joint final evaluation on Modernization of Cargo Transportation Project (hereinafter referred to as "the Project").

During its stay, the Team had a series of discussions with the Syrian authorities concerned, for the purpose of evaluating the achievements of the Project.


As a result of a review and analysis of the activities and achievements of the Project, followed by a series of discussions, the Team and the Syrian authorities concerned agreed upon the matters referred to in the document attached hereto.


Damascus, 13th August 2009


Mr. Yukihiro Koizumi
Leader, Final Evaluation Team
Japan International Cooperation Agency
Japan


Mr. Suleiman A. Balouch
General Manager
Lattakia Port General Company
The Syrian Arab Republic

witnessed by


Mr. Hussam al Najjar
Director of Transport
State Planning Committee
The Syrian Arab Republic


Dr. Eng. Yarob S. Badr
Minister of Transport
The Syrian Arab Republic

Attached Document

CONTENTS

1. Introduction
 - 1-1 Preface
 - 1-2 Objective of Evaluation Study
 - 1-3 Members of the Evaluation Team
2. Methodology of Evaluation
 - 2-1 Methodology of Evaluation
 - 2-2 Criteria of Evaluation
3. Outline of the Project
 - 3-1 Background of the Project
 - 3-2 Summary of the Project
4. Performance of the Project
 - 4-1 Inputs of the Project
 - 4-2 Outputs of the Project
 - 4-3 Achievement of the Project Goal
5. Results of the Evaluation
 - 5-1 Relevance
 - 5-2 Effectiveness
 - 5-3 Efficiency
 - 5-4 Impacts
 - 5-5 Sustainability
6. Conclusion
7. Recommendations and Lessons Learned
 - 7-1 Recommendations
 - 7-2 Lessons Learned
8. Further cooperation
9. Other

Attachment:

- Annex1. PDM Ver2
- Annex2. Input of the Project
 - Annex2-1: Inputs from Syrian Side
 - Annex2-2: Inputs from Japanese Side
- Annex3. Evaluation Grids



1. Introduction

1-1 Preface

Based upon the Record of Discussions (hereinafter referred to as "the R/D") signed on June 28th, 2007, the Government of Japan and the Government of the Syrian Arab Republic have been implementing Modernization of Cargo Transportation Project since November, 2007. The Project is scheduled to be implemented for two (2) years and be completed on November 11th, 2009. In order to evaluate the achievements of the Project, JICA dispatched the Final Evaluation Team from August 1st to August 14th, 2009. The evaluation has been undertaken jointly by the Syrian authorities concerned and the Japanese team.

1-2 Objective of the Evaluation Study

- 1) To review the Inputs, Activities and Outputs of the Project, and evaluate the achievements against the Project Objectives.
- 2) To conduct a comprehensive evaluation on the achievements of the Project from the viewpoint of Five Criteria (explained late in this document).
- 3) To make recommendations for the future perspectives of the Project and draw lessons learned from the Project activities in order to reflect them on technical cooperation in a similar field.

1-3 Members of the Evaluation Team

1) The Syrian Side

Mr. Suleiman Baloush	General Manager of Lattakia Port General Company
Mr. Nieman Sari	Operation & Investment Manager (Deputy Manager)
Mr. Osama Machich	Planning Manager (Project general coordinator)
Mr. Abd Alsattar Abdeen	Financial Manager
Mr. George Suleiman	Technical Department Manager
Mr. Khaled Hour	Construction Manager

2) The Japanese Side

Mr. Yukihiro KOIZUMI	Team Leader, JICA
Mr. Ken KUMAZAWA	Evaluation Analysis, Almec Corporation
Ms. Kyoko OKAMURA	Cooperation Planning, JICA

2. Methodology of Evaluation

2-1 Methodology of Evaluation

The evaluation was conducted based on the "JICA Guidelines for the Project Evaluation, revised version of February, 2004" and the following were adopted:

- 1) The Project Design Matrix (hereinafter referred to as "PDM") for final evaluation in Annex I was agreed upon by both sides on the basis of the evaluation. The original PDM was agreed at the initial stage of the Project, which was revised on March 4th, 2009 to meet the actual situation. The revised version is PDM Version 2, and PDM for evaluation is the same as the PDM Ver 2, Annex I.
- 2) Value judgement of the Project from viewpoints of the Five Evaluation Criteria: relevance, effectiveness, efficiency, impact and sustainability. In order to conduct the evaluation study the Five-Criteria Evaluation Grid (hereinafter referred to as "the Grid") was made in advance to clarify what data or information are needed. The Grid was filled through i) the examination of the reports and records of the Project, ii) a questionnaire survey and interviews with the Japanese experts and the Syrian counterpart personnel, and iii) the field observations of the site.
- 3) Recommendations for the future of the Project and lessons learned from the Project that may contribute to the planning and implementation of other projects.



2-2 Criteria of Evaluation

The team reviewed all the activities and achievements of the Project and conducted evaluation from the view points of the following Five-Evaluation Grid.

1) Relevance

Relevance of the Project plan was reviewed as the validity of Project Objective and Overall Goal in connection with the development policy of the Syrian Government, and the needs of the beneficiaries.

2) Effectiveness

Effectiveness refers to the extent to which the expected benefits of the Project have been achieved as planned, and examines if the benefit was brought about as a result of the Project.

3) Efficiency

Efficiency refers to the productivity of the implementation process, and examines if the Inputs of the Project were efficiently converted into the Outputs.

4) Impact

Impact refers to direct and indirect, positive and negative impact caused by implementing the Project, including the extent to which the Overall Goal has been attained.

5) Sustainability

Sustainability refers to the extent to which the recipient country can develop the Project further, and the benefits generated by the Project can be sustained under the recipient country's policies, technologies, systems and financial state.

3. Outline of the Project

3-1 Background of the Project

Due to the inefficient cargo handling system, lack of modern information system and long clearance procedure, cargo lead time in Lattakia port was excessive and natural cargo handling capacity of Lattakia port had not been making full use of. This situation caused severe loss to the Syrian national economy.

To improve this situation, the government of Syria requested to support achieving efficient port operations of Lattakia port. JICA dispatched preliminary study teams two times to formulate and discuss the scope of the technical cooperation. The Project plan agreed upon was approved and signed on June 28th, 2007 as the R/D. The Project commenced from November 2007 with dispatch of the JICA Expert Team. Since then, LPGC and the Expert Team have been conducting its activities in good cooperation.

Afterwards, on February 7th, 2009 LPGC signed on the agreement of the Management Contract with Revenue Sharing, CMA CGM consortium. Therefore, JICA dispatched the Project Consultation Team in March, 2009, and the government of Syria and JICA agreed to exclude the activities related to the container terminal operation. At the same time, in order to expedite the process, the government of Syria and JICA agreed to concentrate on 6 urgent issues as below. Then LPGC set up 6 working groups and intensively work on these 6 urgent issues with the JICA Expert team.

- Rehabilitation of Pavement
- Introduction of Preventive (Periodic) Maintenance
- Quality Improvement of Conventional Cargo Handling
- Safety Improvement of Port Work
- Introduction of Budgetary Control System on Expenditure
- Technology Transfer on Port Planning (Port Capacity Estimation)

3-2 Summary of the Project

The summary of the Project as stated in the PDM Ver2 signed on March 4th, 2009, is as follows:

- 1) The Overall Goal
Maritime Cargo transport system is modernized.
- 2) The Project Purpose
Efficient port operations at Lattakia Port are achieved.
- 3) Outputs of the Project
 - (1) Proper management and operations of the port is realized.
 - (2) A proper financial management system is introduced and human resources in the field are developed.
 - (3) Conventional terminal operations are improved.
 - (4) Technical skills in cargo-handling are improved.

4. Performance of the Project

Project achievements with regard to Inputs, Output, Project Purpose and Overall Goal are indicated below.

4-1 Inputs

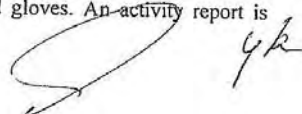
- 1) Inputs from the Syrian side
 - 16 LPGC Staff as Counter Part
 - 28 LPGC Staff as other Port Planning WG and Action Plan WG
 - Office space and meeting room
- 2) Inputs from the Japanese side
 - 9 Experts
 - Training of staff in Japan
 - Port Survey in Jordan
 - Provision of equipment (Net-Sling, Belt-Sling, Vibration Meter, and personal protective equipment)
 - Provision of equipment (Basic equipment to the Project team)
 - Activity Cost

4-2 Outputs of the Project

Output(1) Proper management and operations of the port is realized.

All the verifiable indicators of PDM have been undertaken as below, so the Output(1) is expected to be achieved by the end of the Project..

- "The port organizational reform plan" was proposed and approved by the General Manager. Approval from MOT is necessary to implement this reform plan.
- "A traffic control plan" was prepared.
- The working groups which correspond to Output(1) are "Rehabilitation of Pavement", "Safety Improvement of Port Work", and "Technology Transfer on Port Planning".
 - **Rehabilitation of Pavement:** WG have accomplished almost all the activities set out to do at the beginning (identification of damaged points, prioritization of maintenance work, cost estimation of the work). In remaining period, patrol system to maintain properly the pavement condition will be discussed. An activity report has been drafted, which will be finalized in October.
 - **Safety Improvement of Port Work:** WG have drafted "Safety Rule of Lattakia Port" after analyzing the previous accidents reports and the code of practice of ILO. And samples of personal protective equipment were provided to LPGC, safety helmet, protective footwear, high-visibility outer garments, and gloves. An activity report is



being drafted, which will be finalized soon before the end of the Project.

- **Technology Transfer on Port Planning:** They have learnt capacity estimation of port and an activity report has been drafted. Introduction of performance indicators of port activity are required prior to finalizing the report.
- In the questionnaire survey conducted by the Team, the LPGC staff concerned rated Output (1) as "Achieved" or "Partially Achieved"

Output(2) A proper financial management system is introduced and human resources in the field are developed.

Output (2) is fully achieved judging from the verifiable indicators as below.

- A financial management system was fully discussed in the lecture sessions and LPGC is trying to introduce the system through firstly establishing a budgetary control system.
- Following the rules applied to national companies, LPGC reasonably manages its revenue and expenditure including depreciation cost.
- The working group which corresponds to Output (2) is "Introduction of Budgetary Control System on Expenditure".
 - **Introduction of Budgetary Control System on Expenditure:** They carried out a trial work of breaking up the expenditure by directorate and concluded a new budgetary control system in which monthly reporting format is used. It is expected that LPGC utilize this new budgetary control system in near future. WG have completed all the assignments.
- In the questionnaire survey conducted by the Team, the LPGC staff concerned rated Output (2) as "Achieved" or "Partially Achieved"

Output(3) Conventional terminal operations are improved.

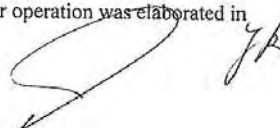
The verifiable indicators of PDM have been conducted as below, but some activities proposed by WG have not yet been implemented. Though, to improve conventional terminal operation fully, LPGC should keep trying to put the plans into action after the Project.

- "Cargo handling improvement plans" by selected commodities were prepared.
- The working group which corresponds to Output (3) is "Quality Improvement of Conventional Cargo Handling".
 - **Quality Improvement of Conventional Cargo Handling:** Measures to improve operational work in warehouses and transit sheds are introduced. Several handling gears (belt-sling and net-sling) are newly examined and test operations with these gears were carried out. In remaining period of the Project, WG will focus on proper management of handling gears, deployment of supervisors or traffic organizers, and improvement of warehouse operation. Although an activity report is drafted, more practical activities are required prior to finalizing the report.
- In the questionnaire survey conducted by the Team, the LPGC staff concerned rated Output (3) as "Achieved" or "Partially Achieved"

Output(4) Technical skills in cargo-handling are improved.

Output (4) is mostly achieved. The WG learnt how to calculate operational performance indicators and to analyze maintenance records.

- Several operational performance indicators such as vessel productivity and berth productivity were identified in the manual and the counterpart personnel calculated them for a specific period for future use.
- Planning procedure to procure additional equipment for container operation was elaborated in



- the textbook and discussed in the training session. Because conventional cargo is not expected to significantly increase in future, procurement of new equipment has to be considered after good maintenance of the current operational equipment will be actualized.
- The working group which corresponds to Output4 are "Introduction of Preventive (Periodic) Maintenance", "Quality Improvement of Conventional Cargo Handling" and "Safety Improvement of Port Work".
 - **Introduction of Preventive (Periodic) Maintenance:** WG conducted Analysis of maintenance records and some quay side cranes (Takraf) were already restored to normal condition. In remaining period tentative standard for preventive maintenance will be drafted by the end of the Project. An activity report has been drafted, which will be finalized in October.
 - **Quality Improvement of Conventional Cargo Handling:** Referred in Output (3).
 - **Safety Improvement of Port Work:** Referred in Output (1).
 - In the questionnaire survey conducted by the Team, the LPGC staff concerned rated Output (4) as "Achieved" or "Partially Achieved"

The following table illustrates the relation between the Outputs and the WG

WG	Output (1)	Output (2)	Output(3)	Output(4)
Rehabilitation of Pavement	✓			
Introduction of Preventive (Periodic) Maintenance				✓
Quality Improvement of Conventional Cargo Handling			✓	✓
Safety Improvement of Port Work	✓			✓
Introduction of Budgetary Control System on Expenditure		✓		
Technology Transfer on Port Planning (Port Capacity Estimation)	✓			

4-3 Achievement of the Project Goal

1) Project Purpose **Efficient port operations at Lattakia Port are achieved.**

The Project Purpose was mostly achieved by judging from the current port statistics. Cargo volume handled in Lattakia port is increasing at a reasonable rate by 16% in the first halves of 2009 compared with those of 2008. Each activity of the Project surely contributes to improve the efficiency of port operations. In order to fully achieve the Project Purpose, LPGC needs to make continuous effort to implement what they have learnt in each activity.

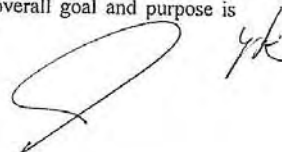
2) Overall Goal **Maritime Cargo transport system is modernized.**

The Overall goal has not been achieved by the time of the Final Evaluation. In order to achieve the overall goal, LPGC is expected to use internal and external resources in an integrated way, which the text book/manuals spell out.

5. Results of the Evaluation

5-1 Relevance

The final evaluation concludes that the relevance of the Project's overall goal and purpose is high.



The Project's overall goal: "maritime cargo transport is modernized" is deemed to contribute to the country's development direction, particularly towards socialized market economy including social and economic infrastructure development which is stated in the 10th 5-year Plan of Syria (2006-2010).

The Project's purpose: "efficient port operations at Lattakia Port are achieved" is absolutely imperative to realize the Project's overall goal since Lattakia Port is the largest seaport in Syria. The recent port statistics indicate both increasing trend in port traffic and improving trend in cargo handling productivity.

The Project is designed to conform with the Japan's ODA policy to Syria where the first priority is for modernization of socio-economic system. Japan has a comparative advantage over technical cooperation in the port sector with abundant experiences at many recipient countries. It has been demonstrated since the last JICA port development study in Syria completed in 1996. The training participants in Japan from LPGC officials are convinced of Japan's advancement in the port sector.

The PDM was revised in March 2009. The revision excludes container terminal operation taking the terminal management contract with a private concessionaire engaged in February 2009 into account. The Project with the revised PDM still contributes to Lattakia Port as a whole from various aspects such as port administration, port planning, financial management, cargo handling equipment maintenance and safety in port.

5-2 Effectiveness

The final evaluation concludes that the effectiveness of the Project is moderate.

With the revised PDM, four (4) project outputs have been produced including (i) "proper management and operation of the port is realized", (ii) "a proper financial management system is introduced and human resources in the field are developed", (iii) "conventional terminal operations are improved" and (iv) technical skills in cargo-handling are improved". For each output segment, the Project has taken an innovative approach with duly considered local conditions. The questionnaire survey by the final evaluation mission shows that the LPGC staff concerned rated "Achieved" or "Partially Achieved" of the Project outputs.

In the course of the Project, LPGC requested to adopt a more practical method rather than lectures with textbooks. In March 2009, JICA expert team and LPGC counterparts formed six (6) working groups to address urgent port issues: (i) pavement, (ii) preventive maintenance, (iii) conventional cargo handling, (iv) safety in port, (v) budgetary control system on expenditure, and (vi) port planning. All the six (6) working groups' outputs will be compiled as an Action Plan. Since then, the Project has been under way with active counterpart participation. Although final outputs of the working groups are not available during the Final Evaluation Mission, it is hoped that this working group system will enhance the Project's effectiveness.

It should be noted that the work related to container terminal operation was suspended when the PDM was amended. Containerization is a major modernization tool in freight transport but the Project cannot cope with this skill since then. It is regarded as obstacle to affect the Project effectiveness.

5-3 Efficiency

The final evaluation concludes that the developmental efficiency of the Project is high.

Inputs from both the JICA and LPGC sides are adequate to implement the Project, including assignment of JICA experts and LPGC counterparts and equipment necessary for the Project.

Collaboration works have been done efficiently through a series of lectures, seminars (so far 3 times), working group meetings, the third country training to Acaba Port of Jordan (6 LPGC officials and 4 JICA experts) and counterpart training in Japan (3 LPGC officials in total).



The Project has no associated investment in port and it has been operated with mean equipment and devices. It can be characterized as active counterpart participation in terms of meeting times and involvement scale, e.g., around 100 persons at seminars and regular involvement of 32 LPGC officials in the 6 working groups.

5-4 Impacts

The final evaluation concludes that the impacts of the Project are moderate.

The Project's overall goal does not set any target year. According to the questionnaire survey, more than half of the respondents expect to realize the Project impact after 2-4 years from the completion. In order to measure it in the near future, adequate verification method should be prepared in the Project.

The JICA expert team produced 5 textbooks and manuals. The final evaluation mission observes that they have in good quality enough for LPGC textbooks and manuals. On the other hand, the questionnaire survey reveals that some LPGC officials concerned rate those deliverables negligible. The gap may have happened by lengthy process between lectures and documentation and limited counterpart contribution to the contents. It is suggested that those textbooks and manuals be finalized with rich local contents by counterpart participation.

The final evaluation mission observes that LPGC officials concerned have larger expectation on the impact of working group results. However, the working groups are ongoing and they have not made final outputs which will be hopefully affected to LPGC budget from the year 2010 for implementation. It is still uncertain about the magnitude of impact or what the working groups will make happen.

5-5 Sustainability

The final evaluation concludes that the sustainability of the Project is high.

The final evaluation mission receives a strong commitment of project sustainability from the LPGC officials concerned because 14 of 15 respondents answered "Yes, we will take necessary actions in line with the plans and programs prepared during the Project after the JICA experts leave" in the questionnaire survey.

There may be alternatives for organizational preparedness for actual implementation. Some senior LPGC officials mentioned that working group method, focusing on specific port issues by a team composed of related departments, is a new challenge and worth continuing.

The Project ultimately focuses on LPGC's capacity development to provide better port services. Technology transfer has been done corresponding to the Project's four (4) outputs as mentioned above. It will be able to maintain the technology level which is already upgraded by the Project's technology transfer provided that the Project's plans and programs will be implemented in due course based on the Project's documents including textbooks, manuals and the Action Plan report.

6. Conclusion

Both sides conclude that the Project contributed to the needs of the Syrian Government to improve the port operations at Lattakia Port.

Therefore, both sides mutually agree that the Project can accomplish all of the activities in PDM Ver.2 by the end of the Project to achieve the Project purpose.

7. Recommendations and Lessons Learned

7-1 Recommendations

- 1) By the end of the Project



Textbooks/Manuals are to be reviewed and modified by the JICA Expert team and LPGC, in order to be more useful. Outputs from working groups will reflect to modify the textbooks/manuals

In accordance with clarified verifiable indicators, necessary data and information which show present situation are to be collected in order for post evaluation study which aims for evaluating and monitoring the impact, sustainability of the Project two or three years later, to be conducted smoothly and appropriately.

2) After termination of the Project

Textbooks/Manuals should be authorized by LPGC as official one and they are to be disseminated. LPGC is responsible for disseminating and making the sufficient use of these textbooks/manuals.

In order to implement action plans, LPGC is requested to allocate enough budget (ex: pavement cost, and operational requirements) and to assign appropriate number of staff. Six working groups are to be continued as implementing action plans.

7-2 Lessons Learned

1) Project formulation

To enhance effectiveness of the Project, more discussions should have been made among organizations concerned in the Project formulation stage.

A recipient country is expected to play an initiative and pro-active role as requesting body.

2) Exclusion of component of container

In order to avoid duplication, this project was forced to exclude the component of container cargo. More consultation should have been done.

3) Change of assignment

The change of an expert during the Project period caused some overlap of work in the Project. Therefore, when assignment of counterparts/experts is changed during the Project period, it is requested to hand over smoothly and steadily to a successor in order to avoid overlap and not to waste time and cost.

8. Further cooperation

LPGC has asked whether additional experts such as operation, pavement, and equipment maintenance, could be dispatched. JICA has responded as below.

- By the time of termination, JICA Expert team will focus on more practical measures.
- LPGC is expected to implement necessary measures in accordance with action plans by their own effort at least one year.
- Activity reports will be sent to JICA Syria Office one year later.
- After receiving the reports, JICA will review the situation and consult with LPGC.
- Then, further cooperation will be taken into consideration.

9. Other

The verifiable indicator of Overall goal "International trading cargo is smoothly delivered between shippers and consignees" will be evaluated comprehensively taking into account of performance indicators such as reduced handling time, reduced number of accidents, improved vessel productivity, improved berth productivity etc.

