

## Five-Criterion Evaluation Grid

### Annex3. Evaluation Grids

#### Relevance and Fulfilments of Objectives

Major Question	Evaluation Point		Findings	Resources
	Sub Question			
Development Policy In Syria	Overall Goal – Maritime cargo transport is modernized		<ul style="list-style-type: none"> <li>The 10<sup>th</sup> 5-year Plan of Syria (2006-2010) directs towards socialized market economy including social and economic infrastructure development. The Project's overall goal is deemed to contribute to the country's development direction.</li> <li>No data is so far available to gauge the progress of modernization in maritime transport system between shippers and consignees. It is necessary to define the means of verification such as cargo lead-time and cost by major package type and traffic and cargo handling accidents in port.</li> </ul>	Document review
	Project Purpose – Efficient port operations at Lattakia Port are achieved		<ul style="list-style-type: none"> <li>Cargo volume handled in the port is increasing at a reasonable rate, i.e., by 16% between the first halves of 2008 and 2009.</li> <li>Container handling productivity in the port has improved historically: 10 TEU/hour/ship in 1996 16 TEU/hour/ship in September 2006 25 TEU/hour/ship in January 2009</li> <li>For post-evaluation, it is suggested that the change in Lattakia port traffic be analyzed in relation with the Syrian economic development, i.e., GDP.</li> </ul>	
Selection of the Target Group	Role of Lattakia Port		<ul style="list-style-type: none"> <li>Currently it is the largest port in Syria. The port expansion plan is now under study among the agencies including SPC, MOT, LPGC and UNDP.</li> <li>All the questionnaire respondents, 15 LPGC officials in total, reply the importance of Lattakia Port will be enhanced or remain.</li> </ul>	Interview Questionnaire
	The Revised PDM which excludes container terminal related activities		<ul style="list-style-type: none"> <li>Greater role of the private sector in ports is one of MOT policy between 2006 and 2010.</li> <li>UNDP has extended technical assistance to LPGC regarding container terminal management contract and its performance monitoring skills.</li> <li>All the respondents except one agreed the PDM revision.</li> </ul>	Interview Questionnaire

\* Annex 1 and Annex 2 were deleted because of same contents as other sections.

### Five-Criterion Evaluation Grid

Undertaking of the Action Plan which cope with urgent issues	Interview Questionnaire
<p>• It was agreed during the JICA project consultation mission in March 2009.</p> <p>• The final evaluation team observed LPGC's strong needs to undertake the Action Plan with the JICA expert team over 6 working groups.</p> <p>• All the respondents but one consider the conduct of the Action Plan appropriate.</p> <p>The Government of Japan prioritizes four areas in its ODA implementation to Syria. They are:</p> <ul style="list-style-type: none"> <li>(i) Modernization of socio-economic system;</li> <li>(ii) Water resource management and efficient usage;</li> <li>(iii) Expansion of social services; and</li> <li>(iv) Environmental preservation.</li> </ul> <p>The Project meets the first priority.</p>	Document review
<p>Conformity with the Japan's ODA Policy</p>	Document review Interview
<p>Comparative Advantage in Japan's Technical Resources</p>	Document review Interview

20

gd

9

## Five-Criterion Evaluation Grid

### Effectiveness

Evaluation Point		Findings	Resources
Major Question	Sub Question		
Achievement of Project Outputs  (Refer to Attachment Table of Question 4)	"1. Proper management and operation of the port is realized"	<ul style="list-style-type: none"><li>• Port traffic increase in Lattakia was recorded as the country's economy grew.</li><li>• The port organization reform plan was authorized by LPGC. For implementation, MOT's approval is a prerequisite.</li><li>• A traffic control plan was prepared.</li><li>• Port planning methods have been transferred to the LPGC staff on planning.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li><li>• A financial management system was introduced.</li><li>• A budgetary control system on expenditure was introduced on a monthly basis.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li></ul>	Interview Questionnaire
	"2. A proper financial management system is introduced and human resources in the field are developed"	<ul style="list-style-type: none"><li>• Cargo handling improvement plans by selected commodities were prepared.</li><li>• Cargo inventory operation in warehouses and transit sheds was introduced.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li><li>• Operational performance indicators were properly set.</li><li>• Equipment procurement planning procedure was introduced.</li><li>• Equipment inspection, breakdown and maintenance information was introduced.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li></ul>	Interview Questionnaire
	"3. Conventional terminal operations are improved"	<ul style="list-style-type: none"><li>• An inventory of pavement requirement spots with cost estimates was prepared.</li><li>• Annual work plans with prioritization for coming several years are under preparation.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li><li>• Selection of prioritized equipment with recent maintenance records was done.</li><li>• Necessary measures for preventive maintenance were identified.</li><li>• Manuals of preventive maintenance for prioritized equipment are under preparation.</li><li>• Alternative cargo handling methods were examined.</li><li>• Increased efficiency on warehouse was considered.</li></ul>	Interview Questionnaire
	"4. Technical skills in cargo-handling are improved"	<ul style="list-style-type: none"><li>• Operational performance indicators were properly set.</li><li>• Equipment procurement planning procedure was introduced.</li><li>• Equipment inspection, breakdown and maintenance information was introduced.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li></ul>	Interview Questionnaire
Achievement of the Action Plan activities  (Refer to Attachment Table of Question 5)	"a. Pavement"	<ul style="list-style-type: none"><li>• An inventory of pavement requirement spots with cost estimates was prepared.</li><li>• Annual work plans with prioritization for coming several years are under preparation.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li></ul>	Interview Questionnaire
	"b. Preventive Maintenance"	<ul style="list-style-type: none"><li>• Selection of prioritized equipment with recent maintenance records was done.</li><li>• Necessary measures for preventive maintenance were identified.</li><li>• Manuals of preventive maintenance for prioritized equipment are under preparation.</li><li>• Alternative cargo handling methods were examined.</li><li>• Increased efficiency on warehouse was considered.</li></ul>	Interview Questionnaire
	"c. Conventional cargo handling"	<ul style="list-style-type: none"><li>• Operational performance indicators were properly set.</li><li>• Equipment procurement planning procedure was introduced.</li><li>• Equipment inspection, breakdown and maintenance information was introduced.</li><li>• The LPGC staff concerned rated "Achieved" or "Partially achieved".</li></ul>	Interview Questionnaire

### Five-Criterion Evaluation Grid

	"d. Safety in port"	<ul style="list-style-type: none"> <li>The LPGC staff concerned rated "Achieved" or "Partially achieved".</li> <li>Port accidents such as traffic accidents and cargo handling accidents were analyzed.</li> <li>A comprehensive improvement plan including draft safety rules, safety aid equipment and devices and enforcement empowerment measures are under preparation.</li> <li>One LPGC staff commended port security has not been treated in the WG.</li> <li>The existing accounting system has been strengthened by itemized and monthly basis accounting system.</li> <li>The LPGC staff concerned rated "Fully achieved", "Achieved" or "Partially achieved".</li> <li>Port planning related techniques such as productivity calculation and demand forecast have been absorbed.</li> <li>Past port planning studies were reviewed.</li> <li>The LPGC staff concerned rated "Fully achieved", "Achieved" or "Partially achieved".</li> </ul>	Interview Questionnaire
	"e. Budgetary control system on expenditure"		Interview Questionnaire
	"f. Port planning"		Interview Questionnaire
Obstacle against Project Objectives		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 obstacles to affect the Project effectiveness.	Interview

### Developmental Efficiency

Major Question	Evaluation Point		Findings	Resources
	Sub Question			
JICA's inputs to the Project	Team of experts (No. of personnel, timing of dispatch and duration of services) (Refer to Attachment Table of Question 6)		<ul style="list-style-type: none"> <li>A team of 8 experts with 58 person-months. As of the Final Evaluation mission, 88% of the staffing input has been completed.</li> <li>The LPGC officials are highly satisfied with the dispatch timing of experts while some are not fully satisfied with the number and duration of experts.</li> <li>The final evaluation mission observed that expert replacement was not smoothly done, showing a temporary setback in the co-work with the counterpart staff.</li> </ul>	JICA records Questionnaire Interview
	Quality of expert services		<ul style="list-style-type: none"> <li>Lectures and reports provided by the experts are highly appreciated.</li> <li>Extensive advices have been made within their expertise.</li> </ul>	Interview
	Provision of equipment		<ul style="list-style-type: none"> <li>The Project related equipment was procured and some of them will be transferred to</li> </ul>	JICA records

### Five-Criterion Evaluation Grid

Project Inputs from the Syrian Side	Organization of counterpart team (Refer to Attachment Table of Question 7)	LPGC as planned. <ul style="list-style-type: none"> <li>The counterpart team has been organized at two levels: the first team (7 members) and the second team (9 members). 6 working groups (WG) started to operate in March 2009 where 32 LPGC officials participate in.</li> <li>Counterpart team organization and their expertise are highly rated by the LPGC officials.</li> </ul>	JICA records Questionnaire
	Quality of counterpart team activities	<ul style="list-style-type: none"> <li>Under strong leadership of LPGC GM, many senior and junior officials have contributed to the Project output, particularly in line with the WG activities.</li> </ul>	Interview
	Counterpart project budget	<ul style="list-style-type: none"> <li>No specially purposed budget was allocated for the Project.</li> </ul>	Questionnaire
	Working Groups (Refer to Attachment Table of Question 8)	<ul style="list-style-type: none"> <li>Most of the respondents are satisfied with the achievement and progress of the WG.</li> <li>6 respondents are fully satisfied with subject settings while 7 respondents fully appreciated the leadership of JICA experts.</li> <li>3 respondents are partly dissatisfied with learning opportunity, e.g., more practical expertise required</li> </ul>	Questionnaire
Collaboration Works	Seminars (Refer to Attachment Table of Question 9)	<ul style="list-style-type: none"> <li>3 seminars were organized with around 100 participants each time.</li> <li>Most of respondents were satisfied with seminar scale, times, contents and presentations.</li> <li>One comment is made about time gap between seminar presentation and its report, resulting in inefficient learning environment.</li> </ul>	JICA records Questionnaire
	The third country training	<ul style="list-style-type: none"> <li>A survey tour to Acaba Port, Jordan was conducted in November 2008. 6 LPGC officials and 4 JICA experts participated.</li> <li>Although Acaba Port is a similar port with Lattakia in terms of cargo volume, the participants benefited from improved port management and operation, including private sector involvement, IT application, systematic maintenance and rehabilitation, etc.</li> </ul>	JICA records Interview

## Five-Criterion Evaluation Grid

	Counterpart training in Japan	<ul style="list-style-type: none"> <li>During the Project period, 6 LPGC officials in total were invited by JICA to attend various training courses.</li> <li>They reported that the training courses were informative and beneficial by means of field surveys and lectures.</li> </ul>	JICA records Interview
<b>Expected Impacts</b>			
Major Question	Evaluation Point		Resources
	Sub Question	Findings	
Prospect for Achieving the Overall Goal	Modernization of maritime cargo transport system	<ul style="list-style-type: none"> <li>Although the Project does not set any target year, it spells out modernization measures at various aspects without considerable capital investment.</li> <li>More than half of the respondents expect to realize the Project impact after 2-4 years from the completion.</li> </ul>	Interview Questionnaire
	Port Management & Operation Plan	<ul style="list-style-type: none"> <li>"Textbook on Port Administration &amp; Management" was prepared.</li> <li>In the Questionnaire results, dominant respondents answered "Uncertain" or didn't answer like other sub-questions in this category.</li> <li>Only 1 respondent who "Largely" expects impact from the plan while 4 respondents expect impact "Negligibly".</li> </ul>	JICA records Questionnaire
	Port Financial Management Improvement Plan	<ul style="list-style-type: none"> <li>"Textbook on Financial Management System" was prepared.</li> <li>Only 1 respondent who "Largely" expects impact from the plan while 5 respondents expect impact "Negligibly".</li> </ul>	JICA records Questionnaire
	Conventional Terminal Operation Improvement Plan	<ul style="list-style-type: none"> <li>"Textbook on Improvement of Terminal Operation" was prepared. The contents include not only conventional terminal but also container terminal.</li> <li>4 respondents who "Largely" expect impact from the plan while 3 respondents expect impact "Negligibly".</li> </ul>	JICA records Questionnaire

### Five-Criterion Evaluation Grid

Expected Impacts of the Action Plan (Refer to Attachment Table of Question 13)	Port Traffic Control Plan	<ul style="list-style-type: none"> <li>• "Textbook on Improvement of Port Traffic" was prepared.</li> <li>• 2 respondents who "Largely" expect impact from the plan while 2 respondents expect impact "Negligibly".</li> </ul>	JICA records Questionnaire
	Cargo Handling Improvement Plan	<ul style="list-style-type: none"> <li>• "Cargo Operation Manual" was prepared.</li> <li>• Only 1 respondent who "Largely" expects impact from the plan while 3 respondents expect impact "Negligibly".</li> </ul>	JICA records Questionnaire
	Pavement	<ul style="list-style-type: none"> <li>• The proposed work program will be incorporated from the year 2010 LPGC budget.</li> <li>• There are 2 respondents who "Largely" expect from the plan.</li> </ul>	Interview Questionnaire
	Preventive Maintenance	<ul style="list-style-type: none"> <li>• The proposed work program will be incorporated from the year 2010 LPGC budget.</li> <li>• 3 respondents who "Largely" expect impact from the plan while 1 respondent expects impact "Negligibly".</li> </ul>	Interview Questionnaire
	Conventional Cargo Handling	<ul style="list-style-type: none"> <li>• 2 respondents who "Largely" expect impact from the plan while 1 respondent expects impact "Negligibly".</li> </ul>	Interview Questionnaire
	Safety in Port	<ul style="list-style-type: none"> <li>• Some urgent recommendation measures will start to implement within 2009.</li> <li>• Institutional set-up such as new regulation and new post like "Traffic Organizer" will be done soon.</li> <li>• 3 respondents who "Largely" expect impact from the plan while 1 respondent expects impact "Negligibly".</li> </ul>	Interview Questionnaire
	Budgetary Control System on Expenditure	<ul style="list-style-type: none"> <li>• A new budgetary control system was introduced in 2009.</li> <li>• 3 respondents who "Largely" expect impact from the plan while 1 respondent expects impact "Negligibly".</li> </ul>	Interview Questionnaire
	Port Planning	<ul style="list-style-type: none"> <li>• Some port planning methods were applied to the preparation of 2010 port plan.</li> <li>• There are 3 respondents who "Largely" expect from the plan.</li> </ul>	Interview Questionnaire

## Five-Criterion Evaluation Grid

Sustainability				
Evaluation Point		Findings	Resources	
Major Question	Sub Question			
The Capacity to Continue Implementing the Plans and Programs made in the Project	Organizational will to continuously implement		<ul style="list-style-type: none"><li>14 of all 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."</li><li>The final evaluation mission felt a strong sense of ownership about the Action Plan prepared through a WG scheme.</li></ul>	Interview Questionnaire
	Organizational preparedness		<ul style="list-style-type: none"><li>7 respondents answered "Yes, we remain the counterpart team as well as WGs while the rest expressed "Uncertain or No Answer".</li><li>The final evaluation mission observed that senior LPGC officials showed positive attitude on this matter.</li></ul>	Interview Questionnaire
	Budget to be secured for implementation		<ul style="list-style-type: none"><li>Only 1 respondent answered "Yes, we will be able to allocate budget enough for port improvement as planned by the Project". All others stated "Uncertain" or no answer.</li><li>The answers may reveal LPGC officials' royalty to their job responsibility, attested by the interview results.</li></ul>	Interview Questionnaire
Maintaining Technology Level already Upgraded by Technology Transfer (Refer to Attachment Table of Question 16)	Port Planning		<ul style="list-style-type: none"><li>3 respondents answered "Sustainable" while the others "Uncertain" or no answer. No "Unsustainable" prospect was given.</li></ul>	Questionnaire
	Efficient Conventional Terminal Operation		<ul style="list-style-type: none"><li>Only 1 respondent answered "Sustainable" while the others "Uncertain" or no answer.</li></ul>	Questionnaire
	Efficient Cargo Handling Works		<ul style="list-style-type: none"><li>4 respondents answered "Sustainable" while the others "Uncertain" or no answer.</li></ul>	Questionnaire
	Port Traffic Control and Other Maintenance Works		<ul style="list-style-type: none"><li>Only 1 respondent answered "Sustainable" while the others "Uncertain" or no answer.</li></ul>	Questionnaire



## Five-Criterion Evaluation Grid

Question 4 To meet the overall goal, the Project has totally focused on capacity development of LPGC personnel. Could you evaluate whether the following main Output areas as listed in PDM have been achieved or not?

	Fully Achieved	Achieved	Partly Achieved	Not Achieved	Uncertain / No Answer
a. Capacity to undertake proper management and operations of the Port	0	2	4	0	9
b. Capacity to operate a proper financial management system	0	4	2	0	9
c. Provision of improved conventional terminal operations	0	3	1	0	11
d. Provision of improved technical skills in cargo handling	0	2	3	0	10

Question 5 In order to address several port urgent issues, the action plan is now under preparation. How do you think about each activity's achievement level?

	Fully Achieved	Achieved	Partly Achieved	Not Achieved	Uncertain / No Answer
a. Pavement	0	2	1	0	12
b. Preventive Maintenance	0	2	4	1	8
c. Conventional Cargo Handling	0	2	4	0	9
d. Safety in Port	0	2	1	2	10
e. Budgetary Control System Expenditure	2	2	1	0	10
f. Port Planning	1	3	2	0	9

27

42

10

## Five-Criterion Evaluation Grid

Question 6 JICA assigns and dispatches a set of experts to the Project in order to achieve Outputs. How do you evaluate the JICA's arrangement, particularly the following?

	Fully Achieved	Achieved	Partly Achieved	Not Achieved	Uncertain / No Answer
a. Number of experts	4	6	5	0	0
b. Timing of dispatch	4	10	0	0	1
c. Duration of services	2	5	4	1	3

Question 7 Counterpart Team: Please evaluate your counterpart team performance.

	Fully Achieved	Achieved	Partly Achieved	Not Achieved	Uncertain / No Answer
a. Number of personnel	4	7	0	0	4
b. Combination of junior and senior staff	3	8	0	0	4
c. Level of expertise	6	4	1	0	4
d. Assignment of full-time staff and/or coordinator	4	4	1	0	6

Question 8 Working Groups: Please evaluate your experience when you have been involved in any of the working groups and training programs.

	Fully Achieved	Achieved	Partly Achieved	Not Achieved	Uncertain / No Answer
a. Subject setting	6	7	1	0	1
b. Learning opportunity	2	8	3	0	0
c. Meeting times and duration of WG	3	11	1	0	0
e. Leadership by JICA experts	7	6	1	0	1

Question 9 Seminars: Please evaluate your experience when you participated in any of the seminars.

	Fully Achieved	Achieved	Partly Achieved	Not Achieved	Uncertain / No Answer
a. Number of participants	5	7	2	0	1
b. Seminar contents	7	5	2	0	1
c. Presenters with presentation materials	7	5	2	0	1
d. Seminar intervals	7	5	2	0	1

28

ya

## Conclusioin of 5<sup>th</sup> JCC

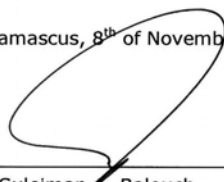
**CONCLUSION  
of  
The Fifth Joint Coordinating Committee  
for  
The Modernization of Cargo Transportation Project  
in  
The Syrian Arab Republic**

The fifth 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 in Damascus on the 8<sup>th</sup> of November 2009.

At the meeting, the Project Completion Report, which described all the activities having been conducted by LPGC and the JICA Project Team throughout the Project, was presented and discussed.

After the discussions, the fifth JCC meeting agreed upon the Project Completion Report without any amendments.

Damascus, 8<sup>th</sup> of November, 2009



---

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

## 4. Inputs to the Project

### 4.1. Inputs from Japanese Side

During the two-year period of the Project, the following inputs were made by the Japanese side.

#### 1. Inputs of Japanese Experts

The number of man-month inputs of Japanese experts for each year of operation is shown in the following table.

**Table 4. The number of man-month inputs**

Field of Expertise	Name of Expert	Fiscal Year			Total
		2007	2008	2009	
Chief Advisor/Port Management	Mr. Susumu Naruse	3.0	7.5	5.5	16.0
Port Operation 1 (Container Terminal)	Mr. Shinichi Tezuka	2.5	2.5	0.7	5.7
Port Operation 2 (General Cargo Terminal)	Mr. Katsuhito Saka / Mr. Masakazu Okuno	1.5	5.0	3.8	10.3
Cargo Handling	Mr. Masao Ichinose	1.5	3.0	3.8	8.3
Financial Analysis	Mr. Michiharu Nose	3.5	4.0	1.5	9.0
Accounting System	Mr. Hiroshi Yasamaki	1.0	1.0	0	2.0
Port Planning	Mr. Hironobu Shiratsuchi	0	3.0	3.8	6.9
Traffic Facility	Mr. Tadahiko Kawada	0	0	2.0	2.0
	Total	13.0	26.0	21.2	60.2

\*Including Domestic Man-Month

**Table 5. Period of Inputs**

Stage	Name	Field	Period
Work in Japan	Mr. Susumu Naruse	Chief Advisor/ Port Management	2007/11/7~11/11
	Mr. Michiharu Nose	Financial Analysis	2007/11/7~11/11
Beginning Work in Syria	Mr. Susumu Naruse	Chief Advisor/ Port Management	2007/11/12~12/11
	Mr. Shinichi Tezuka	Port Operation 1 (Container Terminal)	2007/11/12~12/11
	Mr. Michiharu Nose	Financial Analysis	2007/11/12~12/11
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2007/12/12~12/21
2nd Work in Japan	Mr. Michiharu Nose	Financial Analysis	2007/12/12~12/21
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2008/1/6~2/19
1st Work in Syria	Mr. Shinichi Tezuka	Port Operation 1 (Container Terminal)	2008/1/6/~2/19
	Mr. Katsuhito Saka	Port Operation 2 (General Cargo)	2008/1/6~2/19
	Mr. Masao Ichinose	Cargo Handling	2008/1/28~3/12
	Mr. Michiharu Nose	Financial Analysis	2008/1/13~3/12
	Mr. Hiroshi Yamasaki	Port Accounting	2008/2/12~3/12
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2008/5/12~6/25、7/9~8/22
2nd Work in Syria	Mr. Shinichi Tezuka	Port Operation 1 (Container Terminal)	2008/5/28~7/11
	Mr. Katsuhito Saka	Port Operation 2 (General Cargo)	2008/7/4~8/22
	Mr. Masao Ichinose	Cargo Handling	2008/7/4~8/22
	Mr. Michiharu Nose	Financial Analysis	2008/5/28~7/11
	Mr. Hironobu Shiratsuchi	Port Planning	2008/5/12~6/25
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2008/8/25~9/13
3rd Work in Japan	Mr. Susumu Naruse	Chief Advisor/ Port Management	2008/10/8~12/5
	Mr. Shinichi Tezuka	Port Operation 1 (Container Terminal)	2008/10/15~11/13
3rd Work in Syria	Mr. Katsuhito Saka	Port Operation 2 (General Cargo)	2008/10/7~12/5
	Mr. Masao Ichinose	Cargo Handling	2008/10/27~12/5
	Mr. Michiharu Nose	Financial Analysis	2008/10/22~12/5
	Mr. Hiroshi Yamasaki	Port Accounting	2008/10/15~11/13
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2009/1/13~1/22
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2009/1/27~3/13
4th Work in Syria	Mr. Katsuhito Saka	Port Operation 2 (General Cargo)	2009/2/2~3/13
	Mr. Michiharu Nose	Financial Analysis	2009/1/27~2/25
	Mr. Hironobu Shiratsuchi	Port Planning	2009/1/27~3/13
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2009/4/27~5/16、2009/6/12~8/20
5th Work in Syria	Mr. Shinichi Tezuka	Port Operation 1 (Container Terminal)	2009/5/5~5/24
	Mr. Katsuhito Saka	Port Operation 2 (General Cargo)	2009/4/27~6/20
	Mr. Masakazu Okuno	Port Operation 2 (General Cargo)	2009/7/24~8/22
	Mr. Masao Ichinose	Cargo Handling	2009/4/27~6/20、7/24~8/22
	Mr. Michiharu Nose	Financial Analysis	2009/6/16~7/30
	Mr. Hironobu Shiratsuchi	Port Planning	2009/6/12~8/20
	Mr. Tadahiko Kawada	Traffic Facility	2009/6/12~7/11
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2009/8/21~9/9
5th Work in Japan	Mr. Susumu Naruse	Chief Advisor/ Port Management	2009/9/28~11/11
	Mr. Masakazu Okuno	Port Operation 2 (General Cargo)	2009/10/13~11/11
6th Work in Syria	Mr. Masao Ichinose	Cargo Handling	2009/9/28~10/27
	Mr. Hironobu Shiratsuchi	Port Planning	2009/9/28~11/11
	Mr. Tadahiko Kawada	Traffic Facility	2009/9/28~10/27
	Mr. Susumu Naruse	Chief Advisor/ Port Management	2009/11/12~11/21
6th Work in Japan	Mr. Susumu Naruse	Chief Advisor/ Port Management	2009/11/12~11/21

## 2. Input of Equipment

Basic business equipment was provided for the Project by JICA. In addition to this, equipment for working groups (cargo operational gears, a vibration meter, safety gears) were also provided by JICA in order to manage some working group effectively. The equipment provided to the Project is shown in the following table.

**Table 6. Basic Equipment**

Equipment	No. of Unit	USD
Personal Computer	4	2851
Color Printer	2	8210
Copy Machine	1	1915
Projector	1	960
Screen	1	202
Fax	1	191.5

**Table 7. Equipments for Working Group (1)**

Equipment		No. of Unit	Provision Date	Working Group	Yen
Handling Gear (Sling)*1	Belt Sling	8	August 2009	Operation	377,200
	Net Sling	2	August 2009	Operation	228,090
Vibration Meter*2		1	October 2009	Maintenance	579,000

\*1 Maintained by Operation Department.

\*2 Maintained by Technical Department.

**Table 8. Equipments for Working Group (2)**

Equipment		No. of Unit	Provision Date	Working Group	SYP
Safety Gears*1	Cloths	20	October 2009	Safety	30,000
	Glove	20	October 2009	Safety	7,000
	Visible Vest	20	October 2009	Safety	26,000
	Helmet	20	October 2009	Safety	16,000
	Safety Shoes	20	October 2009	Safety	56,000

\* 1 Maintained by related Department

## 3. Counterpart Training

Counterpart training in Japan took place with three participants from LPGC in the summer of 2008. Furthermore, a technical tour to Aqaba Port, Jordan took place in the autumn of 2008. More details of the training can be found in below:

### (1) Counterpart training in Japan

- Period  
2008/8/30 – 9/14
- Trainees  
Mr. Naman Sary (Deputy General Manager)  
Mr. Abdul Star Abbdan (Financial Manager)  
Mr. George Suleiman (Technical Manager)
- Themes:  
Case study of cargo operation, Lectures of advanced finance system (Management Accounting), Lectures of advanced maintenance system (Preventive maintenance), Field surveys

- Place  
JICA, MLIT, OCDI, Port of Tokyo, Port of Yokohama, Port of Nagoya, Port of Kobe, Port of Hakata

## (2) Technical Tour to Aqaba Port

- Period  
2008/11/10 – 11/14
- Trainees  
Mr. Osama Mashish (Planning Manager)  
Mr. Hanna Skaf (Accounting Manager)  
Mr. Bassam Fiddah (Operation & Investment Department)  
Mr. Nizam Ambdeen (Operation & Investment Department)  
Mr. Kameel Jirji (Technical Department)  
Ms. Sulaf Mahmoud (Construction Department)
- Themes:  
Case study on an advanced container terminal, general cargo operation, port management and field surveys
- Place  
Port of Aqaba

## 4. Other Expenses

Table 9. Other Expenses

(Unit: Thousand Yen)

Contract Year	First Year	Second Year	Third Year	Total
Contract Year & Month	Nov-2007	Apr-2008	Apr-2009	
Close out Year & Month	Mar-2008	Mar-2009	Nov-2009	
General Operating Expense	3,431	9,093	9,771	22,295
Personal Expense	2,197	5,686	4,137	12,020
Supplies Expense	16	383	1,101	1,500
Travel Expense	0	196	0	196
Communications & Transportation Expenses	128	56	979	1,163
Documents printing expense	47	213	537	797
Leasing Expense (Office, Car & related facilities)	1,003	2,469	2,777	6,249
Training Expenses	37	90	241	368
Provision Expense of Equipment	0	0	1,066	1,066
Equipment Expense (Computer, Printer etc)	1,631	0	0	1,631
Transportation Expense of Equipment	20	0	1,217	1,237
Report Writing Expense	225	351	1,325	1,901
Local Consultant	9,385		0	9,385
Training in Japan	0	2,420	0	2,420
Total	14,692	11,864	13,379	39,935

\* Third year: Contract basis

### **5. Employment of Local Consultant**

In the course of the Project, a survey for collecting field data and information was contracted out to a local consultant. More details of the contract are shown below:

**Table 10. Outline of the Employment of Local Consultant**

Subject	Period	Contractor	Contract Amount
Survey on Lattakia Port operations <ul style="list-style-type: none"><li>• Survey on stevedoring work in Lattakia port</li><li>• Traffic survey in Lattakia Port</li><li>• Survey on maintenance situation of port facilities in Lattakia Port</li></ul>	January 2008 – March 2008 (around 2 months)	Integrated Accounting Center, Qusour Square – Damascus, Syria	EURO 57,500



## 4.2. Input from Syrian side

### 1. Joint Coordinating Committee

The JCC meetings were chaired by the Minister of Transport, Dr. Yarob Badr. When the chairman was not be at the meeting, it was replaced by the vice chairman, General Manager of LPGC, Mr. Suleiman A. Balouch.

**Table 11. Member of JCC for Syrian Side**

No.	Name	Position	Organization
1	Dr. Yarob Badr	Chairman (Minister)	Ministry of Transport
2	Mr. Suleiman A. Balouch	General Manager (Vice Chairman)	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. Naman Sary*	Deputy General Manager	LPGC
9	Mr. Osama Machich	Deputy General Manager (Planning Manager)	ditto

\* 1<sup>st</sup> JCC – 4<sup>th</sup> JCC

### 2. Counterpart

Various counterpart teams and working groups were created in LPGC for the implementation of the Project, whose members are shown in the following table.

**Table 12. Counterpart Team of LPGC**

Name	Department	Position
The First Team (15 <sup>th</sup> Jan. 2008 – 11 <sup>th</sup> Nov. 2009)		
Mr. Suleiman Baloush	General Manager of LPGC	Head
Mr. Nieman Sari	Operation & Investment Manager (Deputy Manager)	Member
Mr. Osama Mashish	Planning Manager (Project general coordinator)	ditto
Mr. Abd Alsattar Abdeen	Financial Manager	ditto
Mr. Hanna Skaf	Accounting Manager	ditto
Mr. Bashar Khaddam	Training Department Manager	ditto
Mr. George Suleiman	Technical Department Manager	ditto
The Secound Team (15 <sup>th</sup> Jan. 2008 – 11 <sup>th</sup> Nov. 2009)		
Mr. Ramez Zreika	Accounting Department	ditto
Mr. Bassam Fiddah	Operation & Investment Department	ditto
Mr. Nizam Ambdeen	Operation & Investment Department	ditto
Mr. Ayman Mayhoob	Operation & Investment Department	ditto
Mr. Kameel Jirji	Technical Department	ditto
Mr. Mazen Dibeh	Technical Department	ditto
Mr. Moussa Shammat	Technical Department	ditto
Mr. Ihab Dibajeh	IT and Communication Department	ditto
Ms. Sulaf Mahmoud	Construction Department	ditto

WG of Port Redevelopment Project in 2008 (19th June 2008 – 14th Aug. 2008)		
Mr. Osama Mashish	Planning Manager	Member
Mr. Bashar Khaddam	Training Department Manager	ditto
Ms. Mai Deeb	Directorate of Planning	ditto
Ms. Reema Zaabalawl	Directorate of Planning	ditto
Mr. Ayman Mayhoob	Operation & Investment Department	ditto
Mr. Yaser Aiail	Operation & Investment Department	ditto
Ms. Sulaf Mahmoud	Construction Department	ditto
Mr. Rajaa Hasan	Construction Department	ditto
3. Training on Port Planning in 2009 (10th Feb. 2009 – 24th Feb. 2009)		
Mr. Osama Mashish	Planning Manager	ditto
Ms. Mai Deeb	Directorate of Planning	ditto
Ms. Reema Zaabalawl	Directorate of Planning	ditto
Ms. Ibtissam Moslem	Directorate of Planning	ditto
Ms. Vvian Kheirbek	Directorate of Planning	ditto
Ms. Muna Morelli	Directorate of Planning	ditto
Ms. Nagham Abou Hussein	Directorate of Planning	ditto
Mr. Kameel Jirji	Technical Department	ditto
Mr. Lamees Khaddam	Technical Department	ditto
Mr. Bassam Fiddah	Operation & Investment Department	ditto
Mr. Bassel Wannous	Operation & Investment Department	ditto
Ms. Sulaf Mahmoud	Construction Department	ditto
Mr. Ihab Dibajeh	IT and Communication Department	ditto
4. Working Group for Urgent Issues		
(Pavement: 11 <sup>th</sup> Mar. 2009 – 11 <sup>th</sup> Nov. 2009)		
Mr. Khaled Hour	Construction Manager	Head
Mr. Issam Mreisheh	Construction Department	Member
Mr. Muein Zarifeh	Construction Department	ditto
Mr. Waseem Ghanem	Construction Department	ditto
Ms. Sulaf Mahmoud	Construction Department	ditto
(Maintenance: 11th Mar. 2009 – 11th Nov. 2009)		
Mr. George Suleiman	Technical Department Manager	Head
Mr. Marwan Al-sayed	Technical Department	Member
Mr. Firas Younes	Technical Department	ditto
Mr. Kameel Jirji	Technical Department	ditto
Mr. Lamees Khaddam	Technical Department	ditto
Mr. Nahed Al-haji	Technical Department	ditto
Mr. Tayseer Dwai	Technical Department	ditto
Mr. Osama Al-abdeh	Technical Department	Ditto
(Operation: 11th Mar. 2009 – 11th Nov. 2009)		
Mr. Nieman Sari	Operation & Investment Manager (Deputy Manager)	Head
Mr. Majid Othman	Depty Director of Operation	Member
Mr. Ammar Al-assad	Operation & Investment Department	ditto
Mr. Bassam Fiddah	Operation & Investment Department	ditto
(Safety: 11th Mar. 2009 – 11th Nov. 2009)		
Mr. Suleiman Baloush	General Manager of LPGC	Head
Mr. Osama Mashish	Planning Manager (Project general coordinator)	Member
Mr. Bashar Khaddam	Training Department Manager	ditto
Mr. Majid Othman	Deputy Director of Operation	ditto

Mr. Malek Haddad	Head of Doctors	ditto
Mr. Rabee Hajar	Deputy Head of Port Police	ditto
Mr. Nidal Dabbagh	Technical Affair Directorate	ditto
Ms. Rabiaa Eskef	Construction Directorate	ditto
(Financial: 11th Mar. 2009 – 11th Nov. 2009)		
Mr. Abd Alsattar Abdeen	Financial Manager	Head
Ms. Hanaa Al-Badri	Financial Directorate	Member
Ms. Safa Balle	Financial Directorate	ditto
Ms. Muna Morelli	Directorate of Planning	ditto
(Planning: 11th Mar. 2009 – 11th Nov. 2009)		
Mr. Osama Mashish	Planning Manager (Project general coordinator)	Head
Ms. Reema Zaabalawl	Directorate of Planning	Member
Ms. Mai Deeb	Directorate of Planning	ditto
Ms. Nadin Ismail	Directorate of Planning	ditto
Mr. Mazen Deebeh	Operation Directorate	ditto
(Training: 7th Oct. 2009 – 11th Nov. 2009)		
Mr. Bashar Khaddam	Training Department Manager	Head
Mr. Baha'a Jaafar	Training Directorate	Member
Mr. Fardous Abou Ashamalat	Training Directorate	ditto
Mr. Aattef Qaddoun	Training Directorate	ditto
Ms. Soulafa Mahmoud	Construction Directorate	ditto
Mr. Younes Alqasseer	Technical Directorate	ditto
Mr. Niddal Dbbagh	Technical Directorate	ditto
Ms. Hana'a Albadri	Accounting Directorate	ditto
Mr. Majed Othman	Operation Directorate	ditto
Ms. Reema Zaabalawi	Planning Directorate	ditto

**TECHNICAL COOPERATION FOR THE MODERNIZATION OF CARGO TRANSPORTATION PROJECT IN THE SYRIAN ARAB REPUBLIC**  
*- Project Completion Report-*

**Table 13. Name list of Counterpart**

No.	Name	Department	Position	Participation duration	
1	Mr. Suleiman Baloush	General Manager of Lattakia Port General Company	The first counterpart team (Head) WG(Safety: Head)	15th Jan. 08 – 11th Nov. 09 (7th Mar. 09 – 11th Nov. 09)	22 months
2	(Mr. Nieman Sari)	Operation & Investment Manager (Deputy Manager)	The first counterpart team WG(Operation: Head)	15th Jan. 08 – 11th Nov. 09 (7th Mar. 09 – 11th Nov. 09)	22 months
3	Mr. Osama Mashish	Planning Manager (Deputy Manager) (Project general coordinator)	The first counterpart team WG of Port Redevelopment Project in 2008 Training on Port Planning in 2009 WG(Safety) WG(Planning: Head)	15th Jan. 08 – 11th Nov. 09 (19th June 08 – 14th Aug 08) (10th Feb. 09 – 24th Feb. 09) (7th Mar. 09 – 11th Nov. 09) (7th Mar. 09 – 11th Nov. 09)	22 months
4	Mr. Abd Alsattar Abdeen	Financial Manager	The first counterpart team WG(Financial)	15th Jan. 08 – 11th Nov. 09 (7th Mar. 09 – 11th Nov. 09)	22 months
5	Mr. Hanna Skaf	Accounting Manager	The first counterpart team	15th Jan. 08 – 11th Nov. 09	22 months
6	Mr. Bashar Khaddam	Training Department Manager	The first counterpart team WG of Port Redevelopment Project in 2008 WG(Safety) WG(Training)	15th Jan. 08 – 11th Nov. 09 (19th June 08 – 14th Aug 08) (7th Mar. 09 – 11th Nov. 09) (7th Oct. 09 – 11th Nov. 09)	22 months
7	Mr. George Suleiman	Technical Department Manager	The first counterpart team WG(Maintenance: Head)	15th Jan. 08 – 11th Nov. 09 (7th Mar. 09 – 11th Nov. 09)	22 months
8	Mr. Ramez Zreika	Accounting Department	The second counterpart team	15th Jan. 08 – 11th Nov. 09	22 months
9	Mr. Bassam Fiddah	Operation & Investment Department	The second counterpart team Training on Port Planning in 2009 WG(Operation)	15th Jan. 08 – 11th Nov. 09 (10th Feb. 09 – 24th Feb. 09) (7th Mar. 09 – 11th Nov. 09)	22 months
10	Mr. Nizam Ambdeen	Operation & Investment Department	The second counterpart team	15th Jan. 08 – 11th Nov. 09	22 months
11	Mr. Ayman Mayhoob	Operation & Investment Department	The second counterpart team WG of Port Redevelopment Project in 2008	15th Jan. 08 – 11th Nov. 09 (19th June 08 – 14th Aug 08)	22 months
12	Mr. Kameel Jirji	Technical Department	The second counterpart team Training on Port Planning in 2009 WG(Maintenance)	15th Jan. 08 – 11th Nov. 09 (10th Feb. 09 – 24th Feb. 09) (7th Mar. 09 – 11th Nov. 09)	22 months
13	Mr. Mazen Dibeh	Operation Department	The second counterpart team WG(Planning)	15th Jan. 08 – 11th Nov. 09 (7th Mar. 09 – 11th Nov. 09)	22 months
14	Mr. Moussa Shammat	Technical Department	The second counterpart team	15th Jan. 08 – 11th Nov. 09	22 months
15	Mr. Ihab Dibajeh	IT and Communication Department	The second counterpart team Training on Port Planning in 2009	15th Jan. 08 – 11th Nov. 09 (10th Feb. 09 – 24th Feb. 09)	22 months
16	Ms. Sulaf Mahmoud	Construction Department	The second counterpart team WG of Port Redevelopment Project in 2008 Training on Port Planning in 2009 WG(Pavement) WG(Training)	15th Jan. 08 – 11th Nov. 09 (19th June 08 – 14th Aug 08) (10th Feb. 09 – 24th Feb. 09) (7th Mar. 09 – 11th Nov. 09) (7th Mar. 09 – 11th Nov. 09)	22 months
17	Ms. Mai Deeb	Planning Department	WG of Port Redevelopment Project in 2008 Training on Port Planning in 2009 WG(Planning)	19th June 08 – 14th Aug 08 (10th Feb. 09 – 24th Feb. 09) (7th Mar. 09 – 11th Nov. 09)	11 months
18	Ms. Reema Zaabalawi	Planning Department	WG of Port Redevelopment Project in 2008 Training on Port Planning in 2009 WG(Planning) WG(Training)	19th June 08 – 14th Aug 08 (10th Feb. 09 – 24th Feb. 09) (7th Mar. 09 – 11th Nov. 09) (7th Mar. 09 – 11th Nov. 09)	11 months
19	Mr. Yaser Aiail	Operation & Investment Department	WG of Port Redevelopment Project in 2008	19th June 08 – 14th Aug 08	2 months
20	Mr. Rajaa Hasan	Construction Department	WG of Port Redevelopment Project in 2008	19th June 08 – 14th Aug 08	2 months
21	Ms. Ibissam Moslem	Planning Department	Training on Port Planning in 2009	10th Feb. 09 – 24th Feb. 09	1 month
22	Ms. Vvian Kheirbek	Planning Department	Training on Port Planning in 2009	10th Feb. 09 – 24th Feb. 09	1 month
23	Ms. Muna Morelli	Planning Department	Training on Port Planning in 2009 WG(Financial)	10th Feb. 09 – 24th Feb. 09 (7th Mar. 09 – 11th Nov. 09)	9 months
24	Ms. Nagham Abou Hussein	Planning Department	Training on Port Planning in 2009	10th Feb. 09 – 24th Feb. 09	1 month
25	Mr. Lamees Khaddam	Technical Department	Training on Port Planning in 2009 WG(Maintenance)	10th Feb. 09 – 24th Feb. 09 (7th Mar. 09 – 11th Nov. 09)	9 months
26	Mr. Bassel Wannous	Operation & Investment Department	Training on Port Planning in 2009	10th Feb. 09 – 24th Feb. 09	1 month
27	Mr. Mueen Zarefeh (Mr. Khaled Hour)	Construction Manager	WG(Pavement: Head)	7th Mar. 09 – 11th Nov. 09	8 months
28	Mr. Issam Meisheh	Construction Department	WG(Pavement)	7th Mar. 09 – 11th Nov. 09	8 months
29	Mr. Muein Zarifeh	Construction Department	WG(Pavement)	7th Mar. 09 – 11th Nov. 09	8 months
30	Mr. Waseem Ghanem	Construction Department	WG(Pavement)	7th Mar. 09 – 11th Nov. 09	8 months
31	Mr. Marwan Al-sayed	Technical Department	WG(Maintenance)	7th Mar. 09 – 11th Nov. 09	8 months
32	Mr. Firas Younes	Technical Department	WG(Maintenance)	7th Mar. 09 – 11th Nov. 09	8 months
33	Mr. Nahed Al-haji	Technical Department	WG(Maintenance)	7th Mar. 09 – 11th Nov. 09	8 months
34	Mr. Tayseer Dwai	Technical Department	WG(Maintenance)	7th Mar. 09 – 11th Nov. 09	8 months
35	Mr. Osama Al-abdeh	Technical Department	WG(Maintenance)	7th Mar. 09 – 11th Nov. 09	8 months
36	Mr. Majid Othman	Depty Director of Operation	WG(Operation) WG(Safety) WG(Training)	7th Mar. 09 – 11th Nov. 09	8 months
37	Mr. Ammar Al-assad	Operation & Investment Department	WG(Operation)	7th Mar. 09 – 11th Nov. 09	8 months
38	Mr. Malek Haddad	Head of Doctors	WG(Safety)	7th Mar. 09 – 11th Nov. 09	8 months
39	Mr. Rabee Hajar	Depty Head of Port Police	WG(Safety)	7th Mar. 09 – 11th Nov. 09	8 months
40	Mr. Nidal Dabbagh	Technical Affair Directorate	WG(Safety) WG(Training)	7th Mar. 09 – 11th Nov. 09	8 months
41	Ms. Rabiaa Eskef	Construction Directorate	WG(Safety)	7th Mar. 09 – 11th Nov. 09	8 months
42	Ms. Hanaa Al-Badri	Accounting Department	WG(Financial) WG(Training)	7th Mar. 09 – 11th Nov. 09	8 months
43	Ms. Safa Balle	Financial Department	WG(Financial)	7th Mar. 09 – 11th Nov. 09	8 months
44	Ms. Nadin Ismail	Planning Department	WG(Planning)	7th Mar. 09 – 11th Nov. 09	8 months
45	Mr. Baha'a Jaafar	Training Department	WG(Training)	7th Mar. 09 – 11th Nov. 09	8 months
46	Mr. Fardous Abou Ashamala	Training Department	WG(Training)	7th Mar. 09 – 11th Nov. 09	8 months
47	Mr. Aattef Qaddoun	Training Department	WG(Training)	7th Mar. 09 – 11th Nov. 09	8 months
48	Mr. Younes Alqasseer	Planning Department	WG(Training)	7th Mar. 09 – 11th Nov. 09	8 months
Cut-off date: 11 November, 2009				<b>Total</b>	<b>576 Months</b>



## 5. Outcomes of the Project

### 5.1. Lectures and Seminars

During the two-year period of the Project, various lectures and seminars took place to expertise technology transfer to the LPGC personnel. Basically, lectures were delivered to the members of the counterpart teams to provide basic knowledge and skills in specific areas such as port management, operation, port traffic control, financial management, equipment maintenance and port planning.

Four technical seminars were held for the LPGC personnel in general, whose themes covered wider areas than those of the lectures.

The themes and contents of the lectures and seminars are shown below:

**Table 14. Outline of the Lectures**

Date	Field	Topics	Attendants	Lectures
Oct 14	Port Management	Kick-off & Overview of Program Strategic Port Planning --Planning Theory--	Team 1 &2, & Planning WG	Naruse
	Port Management	Strategic Port Planning --Planning of Lattakia Port— (Port Redevelopment Plans & New Port Development)	Team 1 &2, & Planning WG	Naruse
Oct 21	Operation	Container Operation in General	Team 2 & staff of Operation Directorate	Tezuka
	Operation	Container Operation in General	Team 2 & staff of Operation Directorate	Tezuka
Oct 23	Port Management	Other Managerial Issues (Berth Assignment, Port Service, etc.) & Introduction of IT System	Team 1&2, & Operation Directorate	Naruse
	Port Traffic	Current Status and Improvement of Port Traffic Flow	Team 2, Staff of Operation & Planning Directorates and Port Police	Saka
Oct 29	Operation (General Cargo)	General Cargo Operation, Examples employed in Japan	Team 2 & Staff of Operation Directorate	Tezuka, and Saka
	Financial	Challenges of Current Finance & Accounting System of LPGC	Team 1 & 2 (Mr. Ramez)	Nose
Oct 30	Financial	Examples of Port Accounting Systems adopted by various Ports in the World	Team 1 & 2 (Mr. Ramez)	Nose & Yamasaki
	Financial	Management Accounting (1)	Team 1 & 2 (Mr. Ramez)	Nose & Yamasaki
Nov 4	Maintenance	Current Status and Challenges of Cargo Operation & Equipment Maintenance	Team 2, Staff of Operation, Technical, & Planning Directorates	Ichinose
	Maintenance	Necessary Operational Equipment to improve Port Efficiency	----- ditto -----	Ichinose
Nov 18	Operation (General Cargo)	Current Status and Challenges of General Cargo Operation	Team 2 & Staff of Operation and Planning Directorate	Saka
	Operation (General Cargo)	Current Status and Challenges of General Cargo Operation	Team 2 & Staff of Operation and Planning Directorate	Saka

Nov 20	Port Traffic	Proposal on Traffic Management Plan in the Port	Team 2, Staff of Operation, Planning, and Port Police	Saka
	Maintenance	Improvement of Equipment Maintenance	Team 2, Staff of Operation, Technical, & Planning Directorates	Ichinose
Feb 10	Port Planning	Demand Estimation	Planning Manager & Staff from Planning of Planning Direc., Operation Direc.and Constrction Direc.	Shiratuchi
Feb 17	Port Planning	Port Capacity	Planning Manager & Staff from Planning of Planning Direc., Operation Direc.and Constrction Direc.	Shiratuchi
Feb 24	Port Planning	Land Use Planning	Planning Manager & Staff from Planning of Planning Direc., Operation Direc.and Constrction Direc.	Shiratuchi

**Table 15. Outline of Seminars**

Date	Presentation	Participants
The 1 <sup>st</sup> Seminar 31 <sup>st</sup> Jan. 2008	1. Overview of Ports in Syria (Mr. Osama Machich) 2. Container Transport from Global Perspective (Mr. Michiharu Nose) 3. Trend of Container Terminal Operation (Mr. Shinichi Tezuka) 4. Overview of Ports and Harbors in Japan (Mr. Katsuhito Saka)	LPGC (Mr. Suleiman Balouch, LPGC Personnel) JICA Experts
The 2 <sup>nd</sup> Seminar 18 <sup>th</sup> Jun. 2008	1. Port Administration in the Global Perspective & Implications on Organizational Reform (Mr. Susumu Naruse) 2. Trend of Container Terminal Operation (Mr. Michiharu Nose) 3. Waterfront Development in the World (Mr. Hironobu Shiratsuchi)	LPGC (Mr. Suleiman: General Manager, LPGC Personnel) Embassy of Japan JICA JICA Experts
The 3 <sup>rd</sup> Seminar 1 <sup>st</sup> Dec. 2008	1. Progress of Technology Transfer Project by JICA Expert Team (Mr. Susumu Naruse) 2. JICA Training in Japan (Mr. Naman Sari) 3. Technical Tour to Aqaba Port (Mr. Kameel Jirji)	LPGC (Mr. Suleiman: General Manager, LPGC Personnel) JICA Experts
The 4 <sup>th</sup> Seminar 4 <sup>th</sup> Nov. 2009	1. Report on Working Group Activities -- Preventive Maintenance Working Group (Mr. George Suleiman) -- Pavement Rehabilitation Working Group (Mr. Mueen Zareefeh) -- Port Planning Working Group (Ms. Nadin Ismail) 2. Wrap-up Report on Project	LPGC (Mr. Suleiman: General Manager, LPGC Personnel) Embassy of Japan JICA JICA Experts

## 5.2. Working Group Activities

Based on the Minutes of Meeting dated in March 2009, it was decided that efforts of the experts would be concentrated on the action plans for urgent issues (rehabilitation of pavement, introduction of preventive maintenance, conventional cargo handling, safety improvement, budgetary control system and port planning) from the spring of 2009. These issues covered six areas that needed urgent improvement in order to upgrade port efficiency as a whole. At the later stage of the Project, a theme of training/capacity building was added as the seventh theme in order to figure out a future capacity building plan after the Project is finished.

Working groups were created for tackling the seven issues, each of which was headed by a manager of the relevant directorate (one was headed by the general manager). The working groups met many times and discussed the subjects from various viewpoints under the guidance of the experts. A brief summary of their activities is given in the table below, but full papers on working activities are found in the activity report of each working group, which are annexed to the relevant textbooks and manuals.

**Table 16. Outline of Working Group Activities**

Working Group	Outline of Activities
Pavement	After carrying out field surveys, WG identified the areas that need rehabilitation work. WG then prioritized the areas and prepare a rehabilitation plan. A surveillance or patrol plan for daily maintenance was also proposed.
Preventive Maintenance	After analyzing the maintenance records of the prioritized equipment, a draft standard of a preventive maintenance system was prepared. At the same time, during the course of these activities, the condition of some operational equipment was dramatically improved by the efforts of WG.
Conventional Cargo Handling	After carrying out trial operations with a belt sling and a net-sling that were brought from Japan by JICA, appropriate operation systems of general cargo were proposed. Improvement in warehouse operation was proposed as well.
Safety Improvement	By consulting the ILO code of practice on safety at ports, the original safety rules of Lattakia Port, which covered safety issues of operational work and traffic at the port, were prepared.
Budgetary Control	As the first step to introduce a management accounting system, a budgetary control system was discussed. A monthly report on expenditure on the budget is to be reported to one of weekly managers' meetings.
Port Planning	After elaborating on some methodologies of capacity estimation of ports, the capacity of the existing facilities of Lattakia Port under some appropriate assumptions was estimated as 14.5 million tons per a year.
Human Resources	Reviewing general practices of creating training courses, a draft of training courses of LPGC for year 2010 was prepared. Recommendations to further improve the training programs of LPGC was discussed.



### 5.3. Capacity Building Plan

LPGC currently has a good system of training of its employees: some sixty training courses were provided in 2009, which covered the technical areas such as machine operation as well as the basic areas such as English and IT. Under the circumstances, any new capacity building plans are not necessary to be constructed from the scratch. The points are to revise the current method to create training programs and add some indispensable courses.

A post-training-evaluation system should be introduced to their training system since they do not currently evaluate the outcomes of training after delivering it. It was decided that the system would be introduced in 2010 and the results would be reflected when considering the further training. The other point is that the objectives of training are not clear enough because of a lack of corporate strategies of LPGC. As it is recommended in the textbook of port administration and management that LPGC needs to develop a clear future vision or corporate strategies, the objectives of training have to follow these strategies when they are prepared.

Taking into account necessary considerations mentioned above, a training program or a capacity building plan for the year 2010 is elaborated in the textbook of port administration and management.

### 5.4. Monitoring

In order to evaluate the progress of capacity building of the counterparts, monitoring work was carried out by JICA Experts, which covers the following items.

- Items in the work breakdown structure (WBS), which were mainly carried out by the Syrian counterpart personnel under the guidance of the JICA experts.
  - Evaluation on the performance of the work conducted by the Syrian counterparts was firstly carried out by the JICA experts in charge of the respective areas, and then the final grades were given by the chief adviser of the JICA team.
- Evaluation after the lectures by the JICA experts.
  - Evaluation on the performance of the Syrian counterparts during the lectures was firstly carried out by the lectures (JICA experts), and then the final grades were given by the chief advisor of the JICA team.
- Comprehensive indicators

#### ➤ Evaluation through WBS process

#### OUTPUT 1 “Proper Management and Operations of the Port is realized”

Work Item	Viewpoint of Evaluation	Evaluation					remarks
		1	2	3	4	5	
1.1.1.1.1 To evaluate information system on port cargo	Understanding of need *1					●	
	Understanding of methodologies *2					●	
	Evaluation of achievement *3					●	
	Overall evaluation					●	
1.1.1.1.2 To evaluate information system on cargo location	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement				●		
	Overall evaluation				●		
1.1.2.1.1 To evaluate berth assignment system	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	

	Overall evaluation					●	
1.1.3.1.1	Understanding of need					●	
To evaluate cargo assignment system	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation				●		
1.1.4.1.2	Understanding of need					●	
To find out current conditions of port service	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.1.5.1.1	Understanding of need					●	
To review current organizational structure	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.1.5.1.2	Understanding of need					●	
To review staffing levels	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
1.1.6.1.2	Understanding of need				●		
To review laws and regulations on port	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
1.1.7.1.1	Understanding of need					●	
To review port development plans	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.1.7.1.2	Understanding of need				●		
To review issues surrounding port development	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.1.7.2.1	Understanding of need					●	
To find out needs for port redevelopment	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
1.2.1 Training	Evaluation of training session					●	*4
1.3	Understanding of need					●	
To carry out action plan (Port Planning)	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.3.1	Understanding of need					●	
To estimate capacity of future plan of Lattakia port	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.3.1.1	Understanding of need					●	
To review existing port development plan	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.3.1.2	Understanding of need					●	
To estimate capacity of existing port	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation					●	
1.3.1.1.1	Understanding of need					●	
To establish the	Understanding of methodologies					●	

implementation system (WG) of action plan	Evaluation of achievement					●	
	Overall evaluation					●	
1.5.1.1.1	Understanding of need					●	
To find out current condition of port traffic	Understanding of methodologies					●	
	Evaluation of achievement				●		
	Overall evaluation				●		
1.5.1.1.2	Understanding of need				●		
To find out problematic points in port traffic	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
1.5.2.1.1	Understanding of need					●	
To assess traffic volume generated from port facilities	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation				●		
1.6.1 Training	Evaluation of training session					●	
1.7	Understanding of need					●	
To carry out the action plan (Pavement)	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation				●		
1.7.1	Understanding of need					●	
To evaluate priorities of implementing rehabilitation	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
1.7.1.1	Understanding of need					●	
To identify rehabilitation area	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation				●		
1.7.1.2	Understanding of need					●	
To design roughly and estimate construction cost	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.7.1.1.1	Understanding of need					●	
To establish the implementation system (WG) of action plan	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.8	Understanding of need					●	
To carryout the action plan (Safety on port traffic)	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
1.8.1	Understanding of need					●	
To propose rule of traffic safety	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation					●	
1.8.1.1	Understanding of need				●		
To identify problems on traffic safety	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation				●		
1.8.1.1.1	Understanding of need					●	
To establish the implementation system (WG) of action plan	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	

\*1 “Understanding of need” means to what degree the trainees understand the need to study the specific work item.

\*2 “Understanding of methodologies” means to what degree the trainees understand methodologies to approach the specific work item.

\*3 “Evaluation of achievement” means how the trainees performed to obtain the study results.

\*4 In addition to the training series held in the fall of 2008, several working group meetings for port redevelopment were held in the summer of 2008.

**OUTPUT 2 “A proper financial management system is introduced and human resources in the field are developed.”**

Work Item	Viewpoint of Evaluation	Evaluation					remarks
		1	2	3	4	5	
2.1.2.1.2 To review the current tariff	Understanding of need *1					●	
	Understanding of methodologies *2					●	
	Evaluation of achievement *3					●	
	Overall evaluation					●	
2.1.3.1.1 To review procurement plans	Understanding of need				●		
	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
2.1.3.1.2 To evaluate fixed/variable costs	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
2.2.1 Training	Evaluation of training session					●	
2.3 To carry out the action plan (Finance)	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
2.3.1 To make a trial of budgetary control on expenditure	Understanding of need				●		
	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
2.3.1.1 To sort out account headings	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
2.3.2.1 To examine method of budget-making	Understanding of need					●	
	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
2.3.1.1.1 To establish the implementation system (WG) of action plan	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	

**OUTPUT 3 “Conventional terminal operations are improved”**

Work Item	Viewpoint of Evaluation	Evaluation					Remarks
		1	2	3	4	5	
3.1.1.1.1 To find out current conditions of general cargo berth utilization	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
3.1.2.1.1 To evaluate current efficiency of cargo handling	Understanding of need				●		
	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation				●		
3.1.3.1.1 To evaluate safety on cargo handling work	Understanding of need				●		
	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
3.1.4.1.1 To find out current inventory management	Understanding of need				●		
	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
3.2.1 Training	Evaluation of training session					●	
3.3 To carry out the action plan (Operation)	Understanding of need				●		
	Understanding of methodologies				●		
	Evaluation of achievement					●	
	Overall evaluation				●		
3.3.1 To carry out test project	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement				●		
	Overall evaluation				●		
3.3.2 To evaluate test project	Understanding of need				●		
	Understanding of methodologies					●	
	Evaluation of achievement				●		
	Overall evaluation				●		
3.3.1.1 To identify improvement points of cargo handling work	Understanding of need					●	
	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
3.3.2.1 To prepare plan of test project	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
3.3.1.1.1 To establish the implementation system (WG) of action plan	Understanding of need					●	
	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	
3.4 To carry out the action plan (Safety on handling work)	Understanding of need					●	
	Understanding of methodologies				●		
	Evaluation of achievement				●		
	Overall evaluation				●		
3.4.1 To prepare rule of safety handling work	Understanding of need				●		
	Understanding of methodologies					●	
	Evaluation of achievement				●		

	Overall evaluation				●		
3.4.1.1	Understanding of need				●		
To examine issues on	Understanding of methodologies				●		
safety handling work	Evaluation of achievement				●		
	Overall evaluation				●		
3.4.1.1.1	Understanding of need				●		
To establish the	Understanding of methodologies					●	
implementation system	Evaluation of achievement				●		
(WG) of action plan	Overall evaluation				●		

**OUTPUT 4 “Technical skills in cargo-handling are improved.”**

Work Item	Viewpoint of Evaluation	Evaluation					remarks
		1	2	3	4	5	
4.1.1.1.1	Understanding of need *1					●	
To evaluate current	Understanding of methodologies *2					●	
conditions of handling	Evaluation of achievement *3					●	
equipment	Overall evaluation					●	
4.1.2.1.1	Understanding of need					●	
To evaluate maintenance	Understanding of methodologies					●	
system of handling	Evaluation of achievement				●		
equipment	Overall evaluation					●	
4.1.3.1.1	Understanding of need					●	
To evaluate current	Understanding of methodologies				●		
workforce	Evaluation of achievement				●		
	Overall evaluation				●		
4.1.3.1.2	Understanding of need				●		
To evaluate current	Understanding of methodologies				●		
operational skills	Evaluation of achievement				●		
	Overall evaluation				●		
4.2.1 Training	Evaluation of training session					●	
4.3	Understanding of need					●	
To carry out the action	Understanding of methodologies					●	
plan (Maintenance)	Evaluation of achievement					●	
	Overall evaluation					●	
4.3.1	Understanding of need					●	
To prepare maintenance	Understanding of methodologies					●	
standard	Evaluation of achievement					●	
	Overall evaluation					●	
4.3.1.1	Understanding of need					●	
To assess maintenance	Understanding of methodologies					●	
record	Evaluation of achievement					●	
	Overall evaluation					●	
4.3.1.2	Understanding of need					●	
To examine improvement	Understanding of methodologies					●	
method of maintenance	Evaluation of achievement					●	
	Overall evaluation					●	
4.3.1.1.1	Understanding of need					●	
To establish the	Understanding of methodologies					●	
implementation system	Evaluation of achievement					●	
(WG) of action plan	Overall evaluation					●	
4.3.1.1.2	Understanding of need					●	

To select equipment for preventive maintenance	Understanding of methodologies					●	
	Evaluation of achievement					●	
	Overall evaluation					●	

➤ **Evaluation on Performance of Technology Transfer by Experts after Lectures**

**Port Management**

Items of technology transfer	Dates of lectures given	Evaluation					remarks
		1	2	3	4	5	
Cargo-related database	Oct 23				●		
Berth allocation plan	Oct 23				●		*1
Storage plan	Oct 23				●		
Port service (pilot, tug, etc.)	Oct 23					●	*2
Land traffic control	Oct 23 & Nov 20					●	
Organizational structure	Dec 2					●	*3
Port development strategy	June 19, July 17, & Oct 14				●		*4
Case study of port redevelopment	July 23, 31, Aug 7 & 14					●	*4

\*1 LPGC has currently a reasonable system of berth allocation, but introduction of IT was discussed in order to expedite the procedure.

\*2 LPGC currently provides reasonable port services with its own employees, but it is considering privatizing the services in future.

\*3 Along with discussions on the future institutional structure of LPGC, a compensation system was also discussed.

\*4 Port development plans were discussed at a specially arranged working group together with a general theory of port planning in the summer, 2008.

**Financial Management**

Items of technology transfer	Dates of lectures given	Evaluation					remarks
		1	2	3	4	5	
Current financial condition	Oct 29					●	
Current accounting system	Oct 29					●	*1
Investment Plan	Oct 30				●		
Tariff setting policy	Nov 25				●		*2
Fixed & variable cost	Oct 30					●	
Financial management system	Oct 30 & Nov 25				●		*3

\*1 The accounting system of LPGC is regulated by the Unified Accounting System which is applicable to all government companies regardless of the nature of its business.

\*2 Present structure of LPGC tariff was analyzed and after comparison with neighboring ports was made, a general tariff setting policy of the port is introduced.

\*3 As an advanced method of financial management system, the theory of Management Accounting was introduced and further explored the way for actual implementation.

### General Cargo Operation

Items of technology transfer	Dates of lectures given	Evaluation					remarks
		1	2	3	4	5	
Conventional Cargo Operation	Oct 28, Nov 18					●	
Cargo Storage Operation	Oct 28, Nov 18				●		
ICD Planning	Oct 23				●		
Safety plan	Oct 28, Nov18					●	

### Cargo Operation (Maintenance)

Items of technology transfer	Dates of lectures given	Evaluation					remarks
		1	2	3	4	5	
Current Status and Challenges of Cargo Operation & Equipment Maintenance	November 4					●	
Necessary Operational Equipment to improve Port Efficiency	November 4					●	*1
Improvement of Equipment Maintenance	November 20					●	*2
Workforce Deployment Plan to improve Container Operation	November 27				●		*3
Improvement of Equipment Management incl. IT System for Maintenance	November 27				●		*4

\*1 Ways to evaluate existing equipment productivity and handling capacity and to identify necessary operational equipment for improving port efficiency were discussed.

\*2 Measures for improving equipment maintenance performance were discussed in the lecture.

\*3 Measures for improving vessel productivity (cargo handling productivity in the quayside and yard side operation) for container were discussed.

\*4 LPGC has currently an IT system for equipment maintenance and equipment management.



## 5.5. Monitoring by Activity Indicators

### 1. Objectives

In addition to the project monitoring work discussed so far, monitoring work by using activity indicators was conducted as well. This is to evaluate overall performance of the port from its administrative and operational efficiency, financial soundness, and safety and security conduct. These indicators can be used not only for finding out the outcomes of the Project but also for evaluating performance of the port in the years to come.

### 2. Indicators

Although selecting appropriate indicators that are available at this point of time is not an easy task and a specific indicator does not necessarily represent the whole performance of its area, the following indicators were selected for evaluating the technical areas discussed in the Project. In future, however, when more appropriate indicators to represent a specific technical area are identified, they can be used instead of these current indicators.

**Table 17. Indicators**

Technical Areas	Indicators
Port Management and Administration	Increase of Cargo Throughput
Financial Management	Soundness of Port Accounts
Improvement in General Cargo Operation	Decrease in Vessel Turn Around Time
Improvement in Port Traffic	Decrease in Traffic Accidents
Improvement in Equipment Maintenance	Decrease in Equipment Malfunction

### 3. Port Management and Administration

Cargo throughput (or its increase/decrease) of the port is taken as an indicator in this area since port management and administration can be represented by this as an integrated indicator of port activity. Cargo volume of a port also largely depends on the demand level of the port traffic, which is closely related to economic performance of the region or state and sometimes economic activity of the world, but it can be overcome by comparing a growth ratio of the port with those of other neighboring ports.

The cargo throughput of Lattakia Port during the first nine months of 2009 (January through September of 2009) showed a remarkable growth even in a harsh global economic environment. The total volume of cargo handled at the port during this period revealed a 15.5% increase compared to the one during the same period of the previous year. The throughput of containers during the same period also showed an outstanding growth of 10.4%.

**Table 18. Cargo Throughput until Third Quarter of 2009**

	2009 (January – September)	2008 (January – September)	Entire Year of 2008
Total Volume (1000 tons)	6,839 (15.5% growth)	5,922	(8,062)
Container Volume (1000 TEU)	476 (10.4% growth)	431	(568)

Source; Planning Directorate & Statistical Book of LPGC

Unlike Lattakia Port, the global port industry as a whole has been experiencing a very tough time due to the economic crisis that took place in the fall 2008. The major Japanese ports, for example, have decreased their cargo volume by about 20-30% since the beginning of year 2009 compared to the previous year. “Container Insight” published by the Drewry Publication disclosed a monthly growth rate (compared to the same month of the previous year) by each region of the world (Table 19 Summary of Regional Growth in Container Activity). According to this, it can be estimated that major ports in the world in general have seen 10-20% decrease in their container volume during the first half of 2009.

**Table 19. Regional Growth in Container Activity (Excerpt)**

Region	Jan 09	Mar 09	May 09	Jul 09
Mid-East	-2.1%	-5.8%	-6.2%	3.2%
North America	-15.1%	-22.9%	-16.7%	-17.1%
Far East	-16.9%	-12.0%	-10.2%	-9.4%
Western Europe	-18.2%	-19.1%	-23.9%	-26.9%
Total Region	-15.4%	-12.6%	-12.7%	-12.1%

Source: Drewry

It can be concluded that Lattakia Port has performed exceptionally well during the first nine months of 2009 partly because they have succeeded in improving port management and partly because the Syrian economy has been in a good shape in spite of the recession prevailing all over the world. Further improvement in productivity can be expected when policies and measures proposed in this project are materialized.

#### **4. Financial Management**

Soundness of the port accounts is taken as an indicator, although the activity of the project was focused on introduction of a management accounting system. The concept and importance of a management accounting system is well understood by the counterpart personnel through the project. A budgetary control system on expenditure was tackled in the project as the first step to introduce management accounting. After a chart of account for the system is fixed, LPGC was requested to prepare a monthly report of expenditure by each directorate for the month of June 2009, whose results were scrutinized in working group meetings. The working group came to a conclusion that a format of monthly and quarterly official financial reports that are currently submitted to the Ministry of Transport and the Ministry of Finance respectively need to be modified for the purpose of controlling the expenditure of the budget. The modified version of a monthly financial report is to be reported to and discussed at one of weekly meetings of managers. It can be easily foreseen that a management accounting system will take root soon after introducing other necessary systems that follow the budgetary control system.

Looking at soundness of the port accounts, the revenue and expenditure of LPGC have been reasonably managed according to the Syrian “Unified Accounting System” that is applicable to national public companies such as LPGC. Although the new Decree 54 has been applied since 2008 (depreciation cost can be deducted from the profit by this decree), accounting control in 2008 was properly performed because they had already adopted the accounting system based on the Unified Accounting System before that date (they had transferred “surplus profit” including depreciation cost to the national coffer until 2007 though). Overall soundness of the accounts of the port has been excellent as their bottom lines have been in the black for years.

## **5. Improvement in General Cargo Operation**

Although vessel turnaround time is taken as an indicator, it currently involves two difficult factors to evaluate the performance by this indicator. One is the fact that LPGC currently does not compile this kind of data as one of their statistical information (they need to construct a new system to compile the information by using the current data sheets of individual vessels). The other is that it takes some time for improvement in operation to result in reduction in vessel turnaround time. This is because even though operation improvement is introduced it takes a long time for workers to be accustomed to it and actually reduce working time of cargo handling.

Under the circumstances, it is nearly impossible at the moment to evaluate the effects of the outcomes that operation working group has achieved, however, in future it is certain that improvement in cargo operation will lead to decrease in vessel turnaround time thus the port can accommodate more vessels for the same duration of time with the current facilities. For this purpose, LPGC needs to continue to implement operational improvement plans that were discussed in the textbook and at the working group as well, and introduce a new statistical system to compile vessel turnaround time.

## **6. Improvement in Port Traffic**

Decrease in traffic accidents is taken as an indicator, but it again takes some time for the effect of the implementation of the new traffic rule to be reflected on the accident statistics. Although the new traffic rule was agreed on at the working group, it needs to be formally approved through certain procedures before it is enacted. Moreover, even after its enactment, it is crucial for the employees and the visitors to comply with the newly introduced rule. As this was discussed at the working group meetings, a strict punishment rule against the violators needs to be introduced along with the new rule. It is certain, however, that traffic accidents will decrease when the new rule is enacted and implemented with strong enforcement power.

## **7. Improvement in Equipment Maintenance**

Decrease in equipment malfunction is taken as an indicator in this area. Since the project was focused on introduction of a preventive maintenance system, it needs some time for the system to produce the desired effect because the system needs some prerequisites such as a sufficient inventory of spare parts.

During the course of the project, some remarkable improvement was observed in equipment maintenance though it was not the direct results of preventive maintenance. The following table shows ratios of the number of "Takraf Crane" on berth with good and bad condition. After April 2009, when LPGC made great efforts to improve condition of the cranes, the ratio of the cranes with good condition dramatically increased.

**Table 20. Condition of Ctane**

	January	Feb	March	April	June	July
Cranes with good conditions	48%	47%	50%	46%	89%	86%
Cranes with bad conditions	52%	53%	50%	54%	11%	14%

Combined with daily maintenance efforts such as shown above, a preventive maintenance system can certainly decrease equipment malfunction.

## 8. Other Indicative Issues

Although it is not fully certain that they are achieved in near future at this point of time, there are a lot of outcomes other than mentioned before, which were produced by the Project.

A working group for improvement in pavement prioritized the future necessary work to improve pavement conditions in the port. The rehabilitation work that was given the first priority has been incorporated into the investment plan of 2010, which needs to be approved by the financial authorities concerned. At it is understood at the moment that the related budget is likely to be approved, it is highly likely for the Construction Directorate to start the rehabilitation work in early 2010 with the allocated budget and thus the pavement condition in the port shall be dramatically improved in near future.

As an organizational reform of LPGC was fully discussed in the project, LPGC is now preparing to implement the reform plan. As a beginning part of its implementation, LPGC had several administrative committee meetings and a meeting with the Ministry of Transport, where they discussed ways to streamline the organizational structure based on the draft reform plan that was proposed by the JICA expert. If everything will proceed as desired, LPGC will be able to have a modern and efficient organizational structure in very near future.



## **6. Lessons Learned through the Project**

Since the Project started in November 2007, LPGC and the JICA expert team have had a large number of meetings: some were meetings to discuss how to deal with challenges of LPGC, some were working group meetings to discuss technical matters and some were lectures to deliver experiences of the experts. The course of the Project was slightly changed several times in order to better reflect the up-to date needs of LPGC and the additional experts were dispatched to LPGC. Due to the great effort of LPGC, fruitful outcomes were produced as consequences of the Project.

Through the project period, however, a lot of challenges were encountered, and the direction of the project was changed to overcome them. Some lessons have been learned through the process and these can be used as good practice for projects to come in future.

### **1. Understandings of PDM**

Since PDM is the sole document that defines all the activities of projects, it is imperative for both sides to completely satisfy and understand the contents of PDM. PDM needs to be translated to the Arabic language from the very beginning, at the stage of the preliminary study, in order for all the counterpart personnel of LPGC to understand the contents and methodologies of the Project.

### **2. Needs of Counterpart Organization (“Practical” vs. “Theoretical”)**

The project has to be implemented in order to meet the needs of the counterpart organization (LPGC). In reality, however, real needs of the counterpart organization are not easy to be correctly grasped. The theoretical side of port management was focused at the beginning of the Project, because it can be applied to all the aspects of daily management of the port. In the course of the project, however, LPGC revealed that they wanted to focus on the more practical side of port management: LPGC wanted to introduce a new compensation system to motivate the employees, to improve equipment condition as soon as practicable, to assess the current capacity of the Port for future development and other urgent issues.

In order to meet these needs, six working groups for the selected issues were constructed to find out ways to deal with those practical matters. The working groups did great jobs and some of them even yielded some sufficient outcomes despite the fact they had worked for the limited period of time.

Although the activities of the working groups were highly appreciated by the LPGC management, they might not be applied to other subjects since they were much oriented to the practical side. Since the theoretical side is also very important and useful (they can be applied to many subjects), it is very important to strike a balance between the practical and theoretical sides of subjects when implementing projects.

### **3. Importance of Translation**

Mutual understandings through oral communication and written documents formed the basis of projects. In a country such as Syria, where not many people speak or use English, translation becomes an extremely important tool that determines the success of projects. All the important documents need to be correctly translated and oral communication needs to be exchanged with appropriate interpreters in order to precisely understand each other.

As translation is very important and needs to be done correctly, hiring good translators is one of the keys to projects.