

Summary

I. Outline of the Project	
Country : The Syrian Arabic Republic	Project title : Modernization of Cargo Transportation Project
Issue/Sector : Transport	Cooperation scheme : Technical Cooperation
Division in charge : Transportation and ICT Division 1, Transportation and ICT Group, Economic Infrastructure Department, JICA	Total cost : 238,000 (thousand)_yen
Period of Cooperation	(R/D): Made in June 2007
	(Duration): November 2007 – November 2009
	Partner Country's Implementing Organization : Lattakia Port General Company (LPGC)
	Supporting Organization in Japan : Ministry of Land, Infrastructure and Transport (MLIT)
Related Cooperation Project :	
<p>1-1 Background of the Project</p> <ul style="list-style-type: none"> • Syria is endowed with its location to serve trading between Europe and the Middle East. Lattakia Port is a major port in the country as well as a transit port for the neighbouring countries like Iraq which do not have direct access to the Mediterranean Sea. As more active maritime trade with the neighbours because of increased restoration assistance need to Iraq and others is predicted in the future, larger role of Lattakia Port is expected. • JICA conducted the study on port development plan in the mid-1990 in response to the request from the Government of Syria on studying the ports of Lattakia, Tartous and a new bulk-handling. It was completed in May 1996. • In addition, JICA dispatched a short-term expert in the modern logistics in FY 2004. The expert finally made a proposal on more efficient cargo handling and document processing procedure at both the ports of Lattakia and Tartous. With this proposal, the Government of Syria requested cooperation to be extended to the project for modernizing cargo transportation from the Government of Japan. • The JICA's technical cooperation project commenced from November 2007 which produced textbooks and manuals for improvement of port logistics. In February 2009, a container terminal management contract was made between LPGC and a private operator. In response to it, the project revised its PDM where container terminal related activities are deleted and then more efficient conventional cargo related handling services are focused. 	

1-2 Project Overview

(1) Overall Goal “Maritime cargo transport system is modernized.”

(2) Project Purpose “Efficient port operations at Lattakia Port are achieved.”

(3) 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.

(4) Inputs

Japanese side :

Expert 9

Equipment approx. 1,066(thousand)Yen

Local cost approx. 33,311 (thousand) Yen

Trainees received 3

Syrian Side :

Counterpart 16

Others **Port Planning WG** 21 , **Action Plan WG** 34

Equipment (none)

Land and Facilities Provision of working and lecture space

Local Cost (none)

II. Evaluation Team

Members of Evaluation Team	Team Leader: Mr. KOIZUMI Yukihiro, Director of Transport and ICT Division 1, JICA Evaluation Analysis: Mr. KUMAZAWA Ken, Consultant Cooperation Planning: Ms. OKAMURA Kyoko, Transport and ICT Division 1, JICA	
Period of Evaluation	31/July/2009 - 15/August/2009	Type of Evaluation : Terminal

III. Results of Evaluation

Lattakia Port increased its cargo throughput by 16% during the first half of 2009 compared with the amount recorded during the first half of 2008. In addition, cargo handling efficiency has been apparently improved, i.e., 16 TEU/hour/ship in September 2006 prior to the Project and 25 TEU/hour/ship in January 2009. Therefore, it can be said that the Project has considerably contributed to efficient port operations.

Overall Goal “Maritime cargo transport system is modernized.”

Verifiable Indicators “International trading cargo is smoothly delivered between shippers and consignees”

Overall Goal is supposed to be achieved by LPGC’s continuous effort.

3-2 Summary of Evaluation Results

(1) Relevance – High

- Modern maritime logistics system is inevitable to realize socialized market economy development including social and economic infrastructure which is stated in the 10th 5-year Plan of Syria (2006-2010). Therefore, the Project's overall goal is deemed appropriate.
- Efficient port operations at Lattakia Port are absolutely imperative to realize the Project's overall goal. Thus, the Project purpose is set rationally.
- 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.

(2) Effectiveness – Middle to high

In addition, cargo handling efficiency has been apparently improved, i.e., 16 TEU/hour/ship in September 2006 prior to the Project and 25 TEU/hour/ship in January 2009. Therefore, it can be said that the Project has considerably contributed to efficient port operations.

- In spite of world depression, Lattakia Port increased its cargo throughput by 16% during the first half of 2009 compared with the amount recorded during the first half of 2008.
- Four (4) project outputs: (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" have been produced with duly considered local conditions.
- In addition to a set of lectures with textbooks, six (6) working groups (WG) were formed and more practical technical advices were provided.
- On the other hand, the work related to container terminal operation was deleted in the revised PDM. It means containerization becomes an external condition on the way to achieving the Project purpose. It affects the project effectiveness to be rated as "middle to high".

(3) Efficiency – High

- Inputs from both the JICA and LPGC sides are adequate to implement the Project. However, the CP pointed out expert replacement and associated work duplication partially in the areas of data collection and others.
- The Project has conducted various activities such as a series of lectures, seminars, the third country training to Acaba Port of Jordan and counterpart training in Japan by the methods suitable for those activities. Those activities as a whole brought about a synergy effect.
- Some WG have an inter-department member structure which allows a broader scope across routine works and utilizes their specialities. Such staffing and organizational efforts led to efficient project implementation.
- OCDI, forming an expert team for the Project, has rich experiences of technical assistance and development studies in the port sector at many countries. By utilizing their know-how, the Project was conducted in high efficiency.

(4) Impact – To be realized within 2-4 years

- It is expected that the Project and its continuous implementation will enable efficient cargo handling services, satisfied intra-port road pavement and orderly intra-port traffic circulation which eventually contribute to cost reduction, time saving and cargo protection from damage.
- According to the CP questionnaire survey, more than half of the respondents expect to realize the Project impact after 2-4 years from the completion.

(5) Sustainability – To be highly anticipated

- General Manager Suleiman Balouch shows a strong will to implement the plans prepared during the Project. Some senior LPGC officials mentioned that the WG method will continue for implementation. It is expected that a proper implementation body with sufficient staff will be prepared to ensure the project sustainability.
- It is anticipated to allocate adequate budget for the WG activities in the year 2010. Such implementation will be able to enhance further efficiency in port operations in a concrete manner.
- Technology transfer has been done in the course of the Project. The counterparts will be able to maintain technology level provided that the Project's plans and programs will be implemented as scheduled and based on the textbooks and manuals.

3-3 Factors promoting better sustainability and impact

(1) Factors concerning to Planning

In order to meet the project purpose “Efficient port operations at Lattakia Port are achieved”, the project scope encompasses not only direct cargo handling services but also indirect aspects such as port planning, port authority organization, port financial management, preventive equipment maintenance, port safety and port road repairing in such a comprehensive manner.

(2) Factors concerning to the Implementation Process

For the first year, technical cooperation activities were done based on mainly lectures with much quoting international experiences to CP. For the second year, a WG method was introduced on more practical subjects. This collaboration works have accelerated project impact.

3-4 Factors inhibiting better sustainability and impact

(1) Factors concerning to Planning

(no particular factor)

(2) Factors concerning to the Implementation Process

The revised PDM excludes container terminal operation as one of the project outputs, since an internationally experienced terminal operator is going to provide services based on a management contract with LPGC. It becomes difficult for LPGC to directly implement the first year’s project output concerning efficient container terminal services.

3-5 Conclusion

The Project will be able to accomplish all the activities stated in the PDM version 2 within the project period. The project purpose – “Efficient port operations at Lattakia Port are achieved” – is going to be mostly achieved. The overall goal – “Maritime cargo transport system is modernized.”- will be able to be achieved by continuous LPGC’s efforts after the Project is completed.

3-6 Recommendations

By the end of the Project

- Textbooks/manuals are to be modified with significant WG results for broader use
- Explicit and comparable performance indicators are to be collected for the post project evaluation which will be undertaken after 3 years from the project completion.

After the completion of the Project

- Textbooks/manuals should be authorized by LPGC as official ones and for dissemination and wide use.
- When implementing the Action Plan, LPGC is requested to continue WG activities with enough budget allocation (e.g., pavement, maintenance of cargo handling equipment, safety measures) and staff assignment.

3-7 Lessons Learned

- To enhance project effectiveness, it is necessary to make in-depth discussion on project contents among the agencies concerned and to avoid activity duplication between donors.
- A recipient country must be accountable for its requirement.
- Nowadays, public-private-partnership projects have increased in number while larger project risk must be raised through poor arrangement by the public sector, delayed implementation by the private sector and limited information disclosure in compliance with confidentiality obligation in a contract. Those projects should be commenced and implemented in due course taking the afore-mentioned risks into account.

3-8 Follow-up Situation

LPGC is going to implement the Action Plan to be produced by the WG for the coming one year and LPGC will report their activities to JICA. JICA will then discuss with LPGC based on the activity report and examine any needs for additional JICA support.