



**Beyond the European Port Industry:  
Key messages from the UNCTAD  
Review of Maritime Transport 2017**

[Jan.Hoffmann@UNCTAD.org](mailto:Jan.Hoffmann@UNCTAD.org)

# UNCTAD's oldest Flag-Ship



Review  
of maritime transport, 1968

Review  
of maritime transport, 1970

(Review of current  
and long-term aspects of maritime transport)

Report by the secretariat of UNCTAD



UNITED NATIONS  
New York, 1971

Review  
of maritime transport, 1980

Review  
of Maritime Transport  
1990

Report by the UNCTAD secretariat



UNITED NATIONS  
New York, 1991

REVIEW  
OF MARITIME  
TRANSPORT  
2010

2000



UNITED NATIONS

REVIEW OF MARITIME TRANSPORT 2017

UNITED NATIONS

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

UNCTAD

REVIEW  
OF MARITIME  
TRANSPORT  
2017



UNITED NATIONS

# Chapter 1

## Developments in International Seaborne Trade

### WORLD SEABORNE TRADE

(Percentage share in world tonnage)

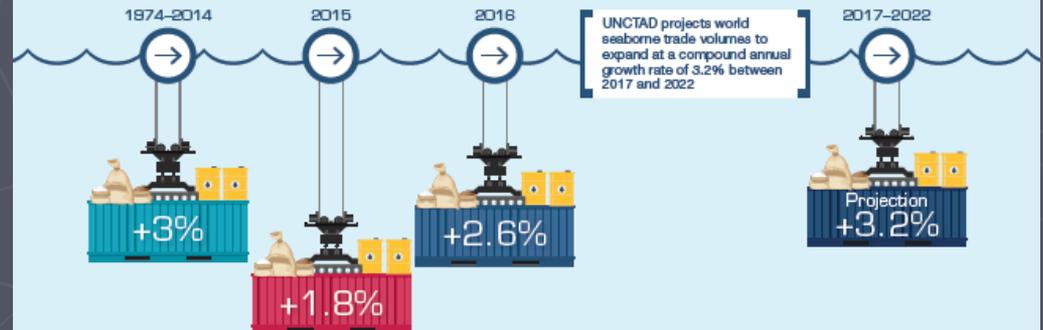
10.3 billion tons  
Total volumes reached reflecting the addition of over 260 million tons of cargo

+2.6% in 2016  
up from 1.8% in 2015



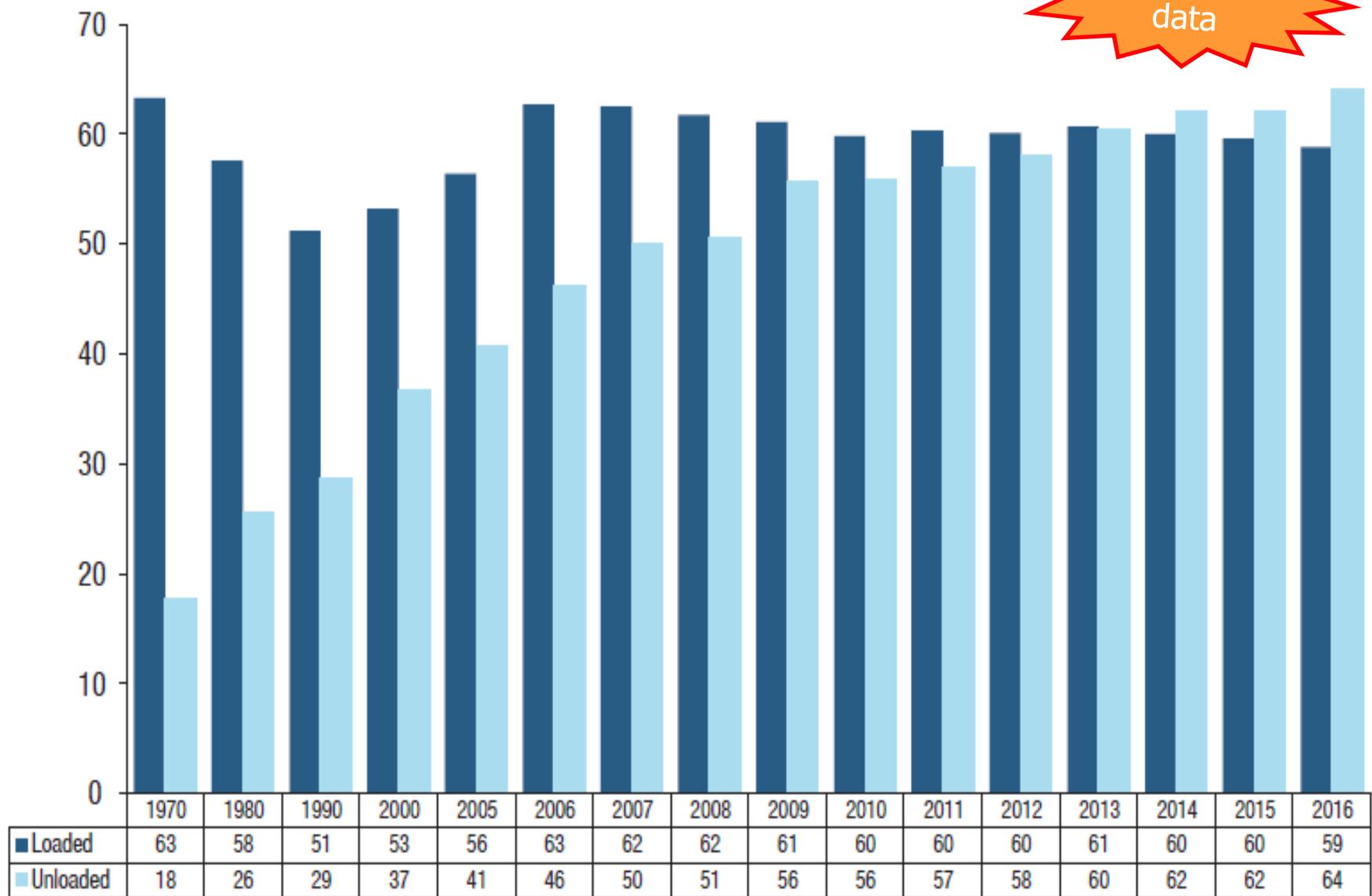
	Developed economies	Developing economies	Transition economies
Loaded (outbound/exports)	35%	59%	6%
Unloaded (inbound/imports)	35%	64%	1%

### EVOLUTION OF WORLD SEABORNE TRADE VOLUMES



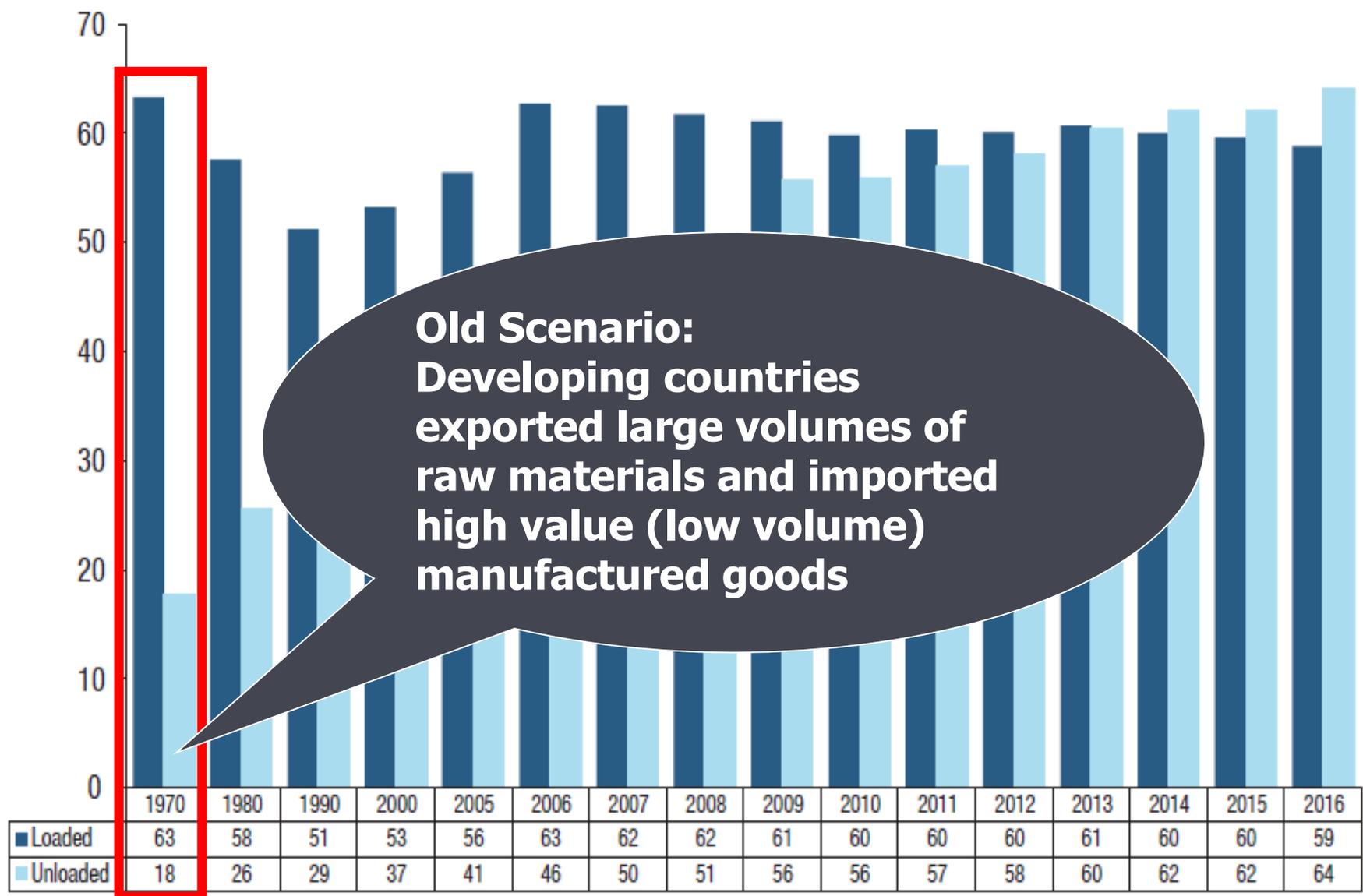
**Figure 1.4 (b). Participation of developing economies in world seaborne trade, selected years  
(Percentage share in world tonnage)**

UNCTAD  
data



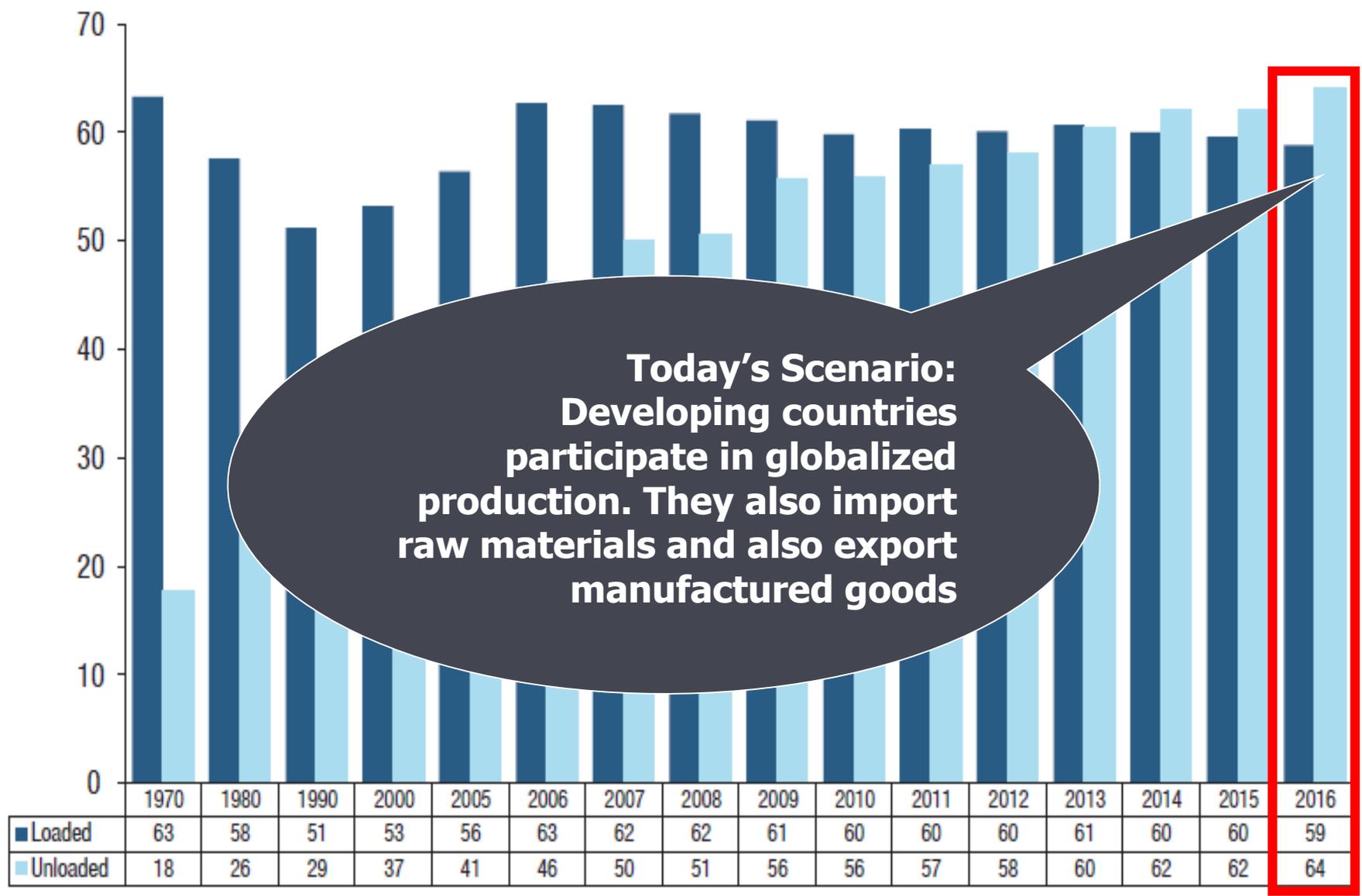
Source: Review of Maritime Transport, various issues.

**Figure 1.4 (b). Participation of developing economies in world seaborne trade, selected years  
(Percentage share in world tonnage)**



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**Figure 1.4 (b). Participation of developing economies in world seaborne trade, selected years  
(Percentage share in world tonnage)**



**Today's Scenario:  
Developing countries  
participate in globalized  
production. They also import  
raw materials and also export  
manufactured goods**

Source: Review of Maritime Transport, various issues.

Table 1.4. World seaborne trade by economic grouping, region and type of cargo, 2015 and 2016 (Tonnage and percentage share)									
Economic grouping	Goods loaded					Goods unloaded			
	Year	Total	Crude	Petroleum products and gas	Dry cargo	Total	Crude	Petroleum products and gas	Dry cargo
Millions of tons									
World	2015	10 023.5	1 761.0	1 170.9	7 091.6	10 016.4	1 910.2	1 187.2	6 919.0
	2016	10 286.9	1 837.6	1 217.9	7 231.4	10 281.6	1 990.0	1 233.3	7 058.3
Developed economies	2015	3 417.4	129.6	467.2	2 820.6	3 733.7	994.3	530.9	2 208.5
	2016	3 594.7	143.5	505.0	2 946.3	3 633.0	990.8	533.5	2 108.7
Transition economies	2015	632.3	164.4	43.1	424.7	58.6	0.3	4.3	54.0
	2016	646.5	176.3	48.2	421.9	61.5	0.3	4.5	56.7
Developing economies	2015	5 973.8	1 466.9	660.6	3 846.3	6 224.0	915.6	651.9	4 656.5
	2016	6 045.7	1 517.7	664.7	3 863.2	6 587.1	998.9	695.4	4 892.8
Africa	2015	755.1	293.7	58.6	402.8	485.6	39.4	72.1	374.2
	2016	745.3	290.1	50.2	405.0	506.2	40.1	78.7	387.4
America	2015	1 327.6	223.5	83.8	1 020.3	589.6	65.8	102.1	421.7
	2016	1 369.0	270.7	69.7	1 028.6	594.3	58.2	123.1	413.1
Asia	2015	3 882.9	948.0	517.3	2 417.7	5 136.3	809.6	473.6	3 853.1
	2016	3 923.0	955.1	543.9	2 424.0	5 473.9	899.7	489.4	4 084.8
Oceania	2015	8.2	1.7	0.9	5.5	12.5	0.9	4.1	7.5
	2016	8.4	1.8	1.0	5.6	12.7	0.9	4.3	7.5

Statistics on-line



New

# A projection

In 2017, UNCTAD estimates that seaborne trade will increase by 2.8 per cent, with total volumes reaching 10.6 billion tons. Its projections for the medium-term point to continued expansion, with volumes growing at an estimated compound annual growth rate of 3.2 per cent between 2017 and 2022. Volumes are set to expand across all segments, with containerized trade and major dry bulk commodities trade recording the fastest growth.

# Chapter 2

## Structure, Ownership and Registration of the World Fleet

### WORLD CONTAINER CARRYING SHIP FLEET



Germany, China and Greece own 39% of the world container-carrying ship fleet

### TOP THREE FLAGS BY TONNAGE



More than 70% of the commercial fleet is registered under a flag which is different from the country of ownership

### LEADERS IN SHIP BUILDING



China, the Republic of Korea and Japan were leaders in ship building, accounting for 92% of global deliveries in 2018

### SHIP-SCRAPPING COUNTRIES



Bangladesh, India, Pakistan and China accounted for 94% of ship scrapping in 2018

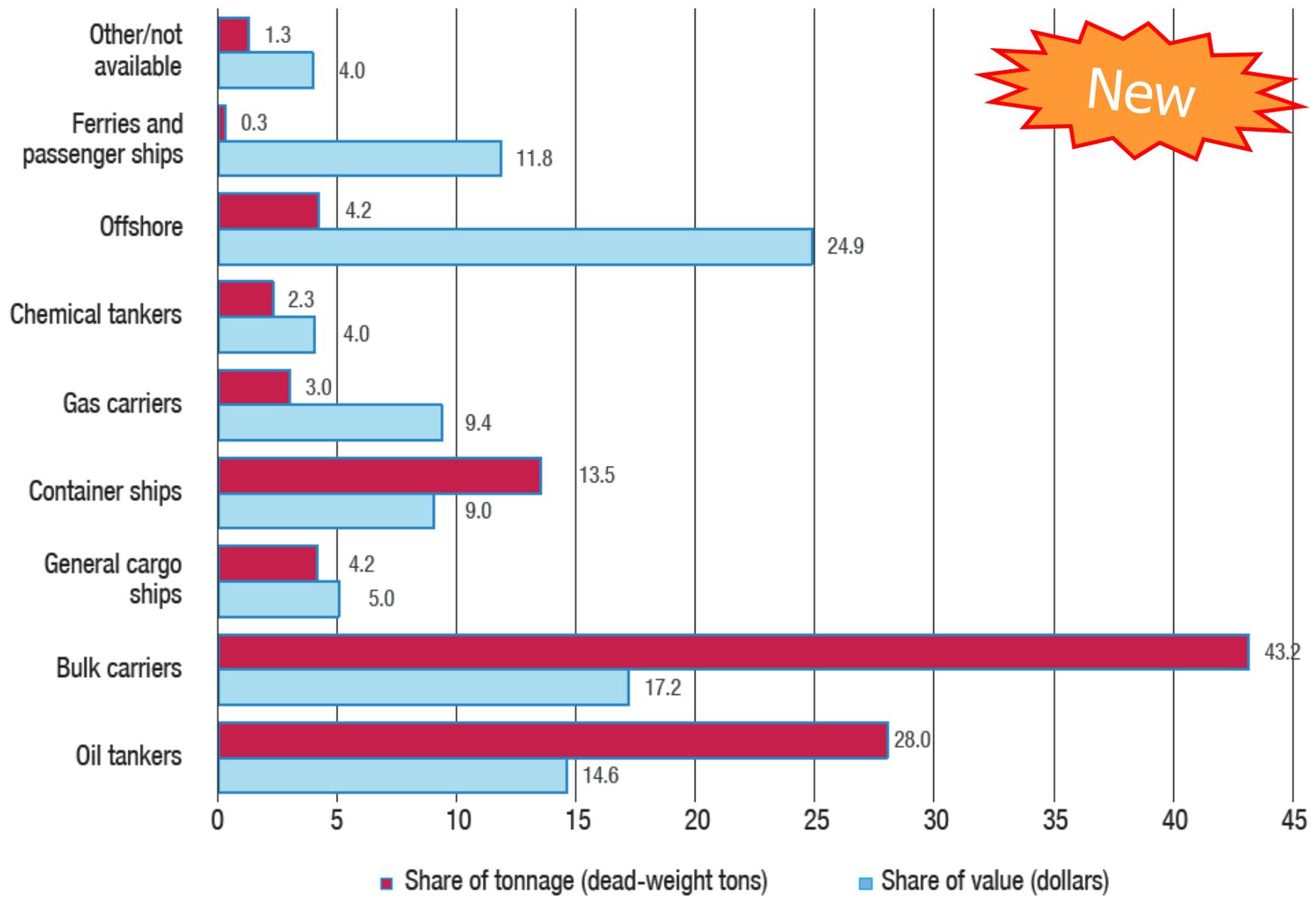
### GENDER SPLIT IN ON SHORE MARITIME POSITIONS

2016

While more women than men work in administrative and junior positions, the maritime industry has yet to succeed in tapping the leadership potential of its female co-workers



Figure 2.3. World fleet by principal vessel type, 2017  
 (Percentage of dead-weight tonnage and of dollar value)



Source: UNCTAD secretariat calculations, based on data from Clarksons Research.

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+ On-line country profiles

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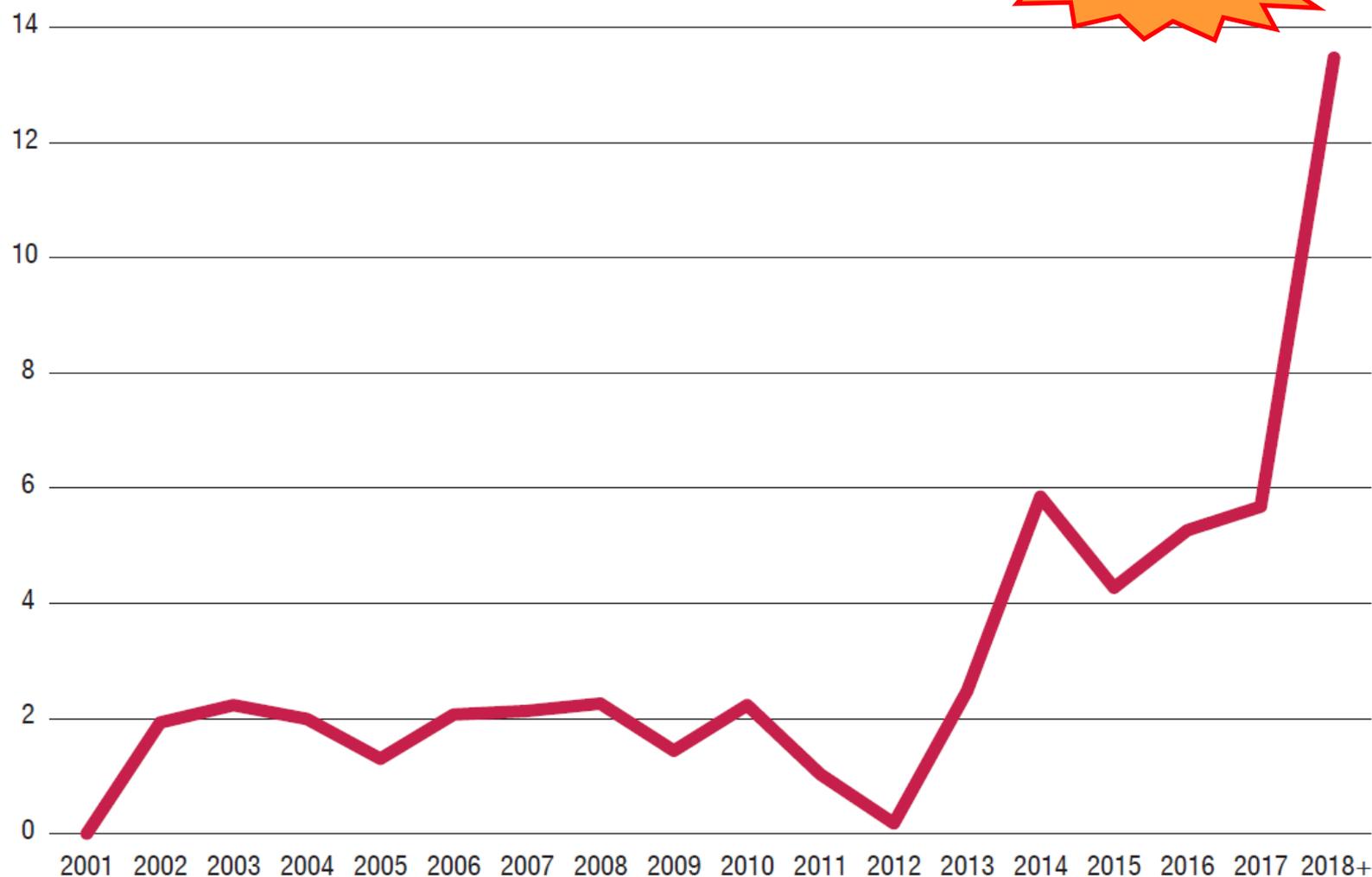


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Figure 2.8. Share of liquefied-natural-gas-capable newbuildings, as of 2001  
(Percentage of gross tonnage)



Sources: UNCTAD secretariat calculations, based on data from Clarksons Research. Data on newbuildings are derived from the existing fleet and order book as of 1 January 2017.

Notes: Propelled seagoing vessels of 1,000 gross tons and above. For the period 2001–2016, information on the fuel type is not available for 6 per cent of the gross tonnage delivered. For 2017 and beyond, information on the fuel type is not available for 20 per cent of the gross tonnage on order.

# Chapter 3

## Freight Rates and Maritime Transport Costs

### FREIGHT RATES AND MARITIME TRANSPORT COSTS

2016 and early 2017

SUPPLY CAPACITY

GLOBAL DEMAND FOR SEABORNE TRADE



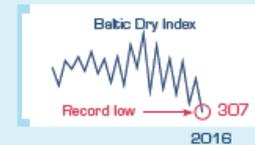
#### CONTAINER freight rates



Container spot freight rates weak and unstable throughout 2016

▶ Record lows in the first part of the year and more positive trends in the second half of the year

#### DRY BULK freight rates



Dry bulk freight rates struggled with overcapacity and weak demand

▶ Rates sharp declines in freight

#### TANKER freight rates



Tanker freight rates went down from the high level of 2015

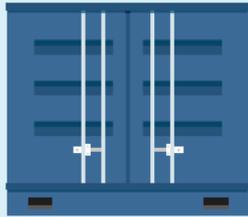
▶ But were not far from the five-year average across most segments

#### TRANSPORT COSTS

Developing countries, in particular small island developing States and the least developed countries, face relatively higher transport costs



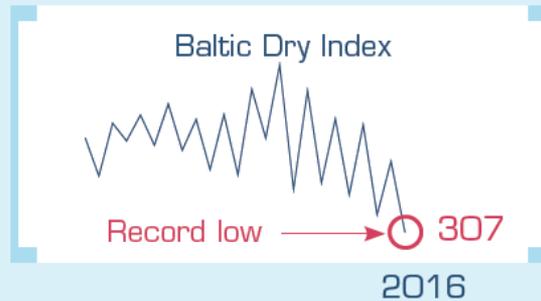
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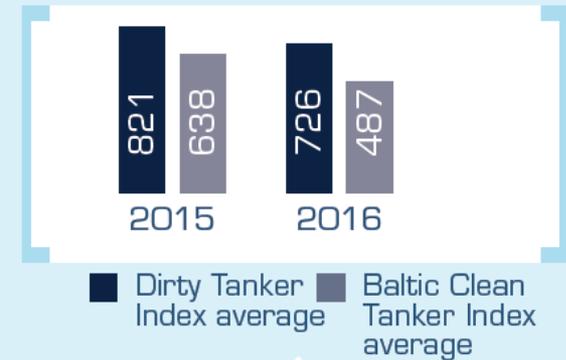
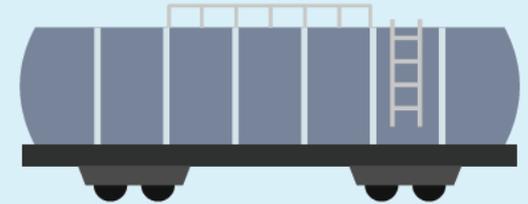
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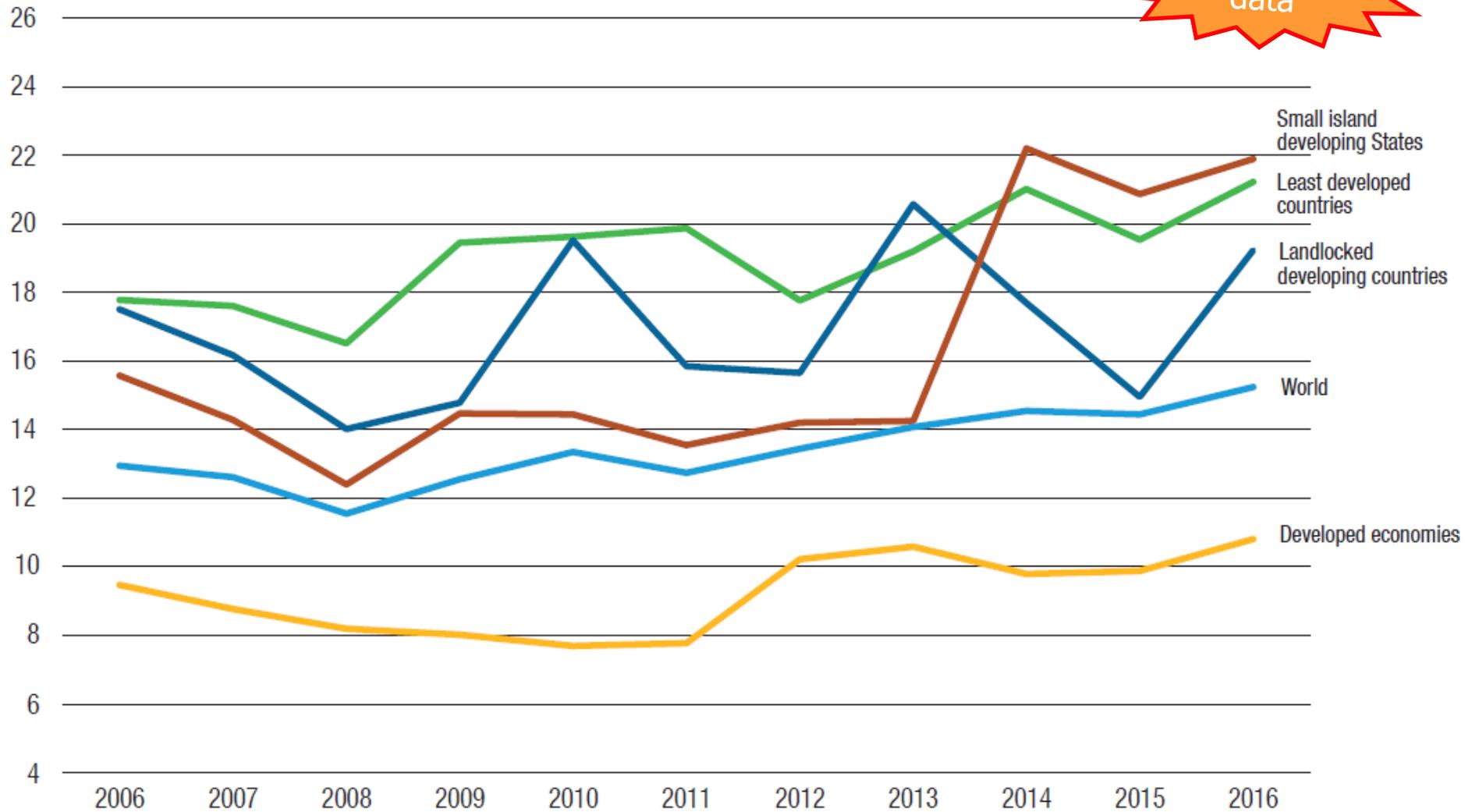
As in 2015, the shipping industry faced continued challenges in most segments in 2016, owing to the persistent **mismatch** between supply capacity and demand. With global demand for seaborne trade remaining uncertain, freight rates continued to be determined by the way supply capacity management was being handled.

This chapter covers the development of freight rates and transport costs in 2016 and early 2017, describing relevant developments in maritime markets, namely supply and demand in container ships, dry bulk carriers and tankers. It highlights significant events leading to major freight rate fluctuations, discusses recent industry trends and gives a selective outlook on future developments of freight markets. In particular, the chapter explores the recent trend towards **consolidation** that developed in the container ship market, both in the form of new mergers and acquisitions, as well as through the emergence of mega liner shipping alliances and their implication on the market.

A starburst graphic with a red outline and orange fill, containing text.

Updates in  
Transport  
and Trade  
Facilitation  
Newsletter

**Figure 3.5. Transport and insurance costs of international trade, 2006–2016**  
(Percentage share of value of imports)



Source: UNCTAD secretariat calculations.

Note: All modes of transport; the least developed countries grouping includes 48 countries for all periods up to 2016.

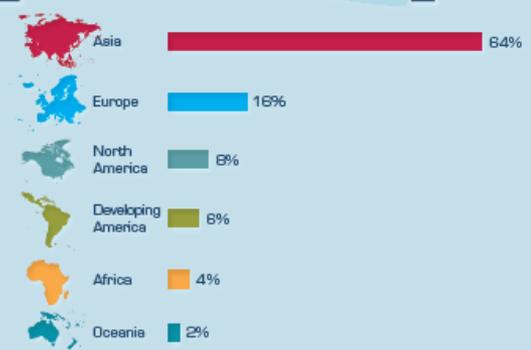
# Chapter 4

## Ports

### TRENDS IN WORLD CONTAINER PORTS



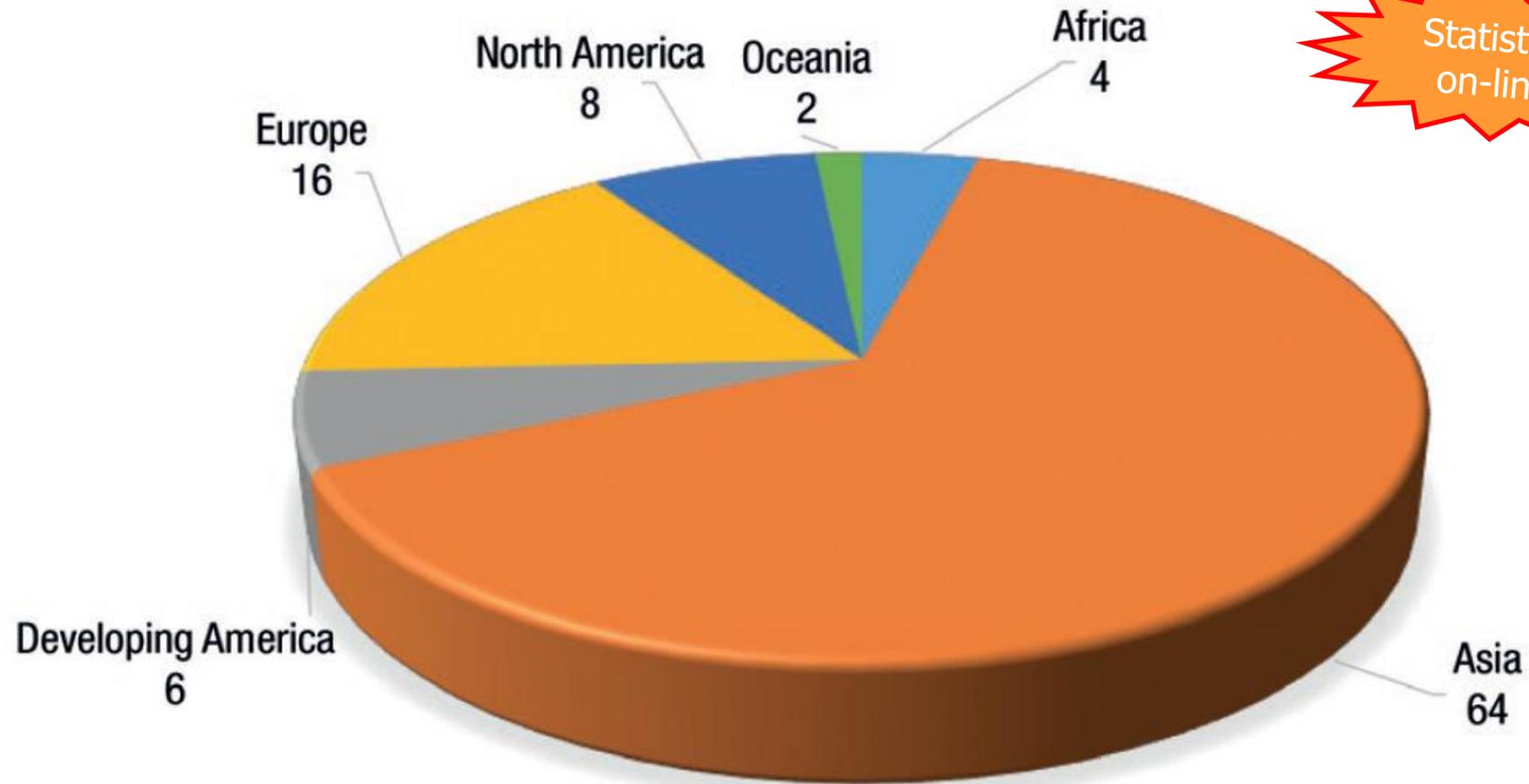
### WORLD CONTAINER PORT VOLUMES BY REGION



### TYPE OF TRAFFIC



# Figure 4.1. World container port volumes by region, 2016



UNCTAD  
data

Statistics  
on-line

Sources: UNCTAD secretariat calculations, based on data from table 4.1.

**Table 4.4. Average time in port: All vessels, 2016**

Vessel type	Days in port	Total arrivals
Container ships	0.87	445 990
Tankers	1.36	309 994
Gas carriers	1.05	59 183
Bulk carriers	2.72	213 497
Dry cargo and passenger ships	1.10	2 065 505
<b>Grand total</b>	<b>1.37</b>	<b>3 094 169</b>



Source: Marine Traffic, 2017.

Note: Average time in port is equivalent to the average of median per world ports

**Table 4.6. Average time in port: Tanker vessels, 2016**

Country	Days in port	Total arrivals
Japan	0.45	54 015
Singapore	0.98	19 047
China	3.12	18 702
Netherlands	0.95	18 077
United States	1.54	17 526

# Time-spent-in-port

Row Labels	Average of Time in port in days (annual median)	Sum of Number of Arrivals	Sum of Number of Vessels	Sum of Total DWT ( '000s tons)	Sum of Total TEU
 <b>Djibouti</b>	<b>3.994736842</b>	<b>1256</b>	<b>1026</b>	<b>64728</b>	<b>3616388</b>
Container Ships	1.00	628	501	45 492	3 616 388
Dry Cargo/Passenger	1.30	415	350	9 164	-
Bulk Carriers	10.05	193	160	9 289	-
Tankers	1.80	20	15	783	-
 <b>Sudan</b>	<b>3.959090909</b>	<b>549</b>	<b>392</b>	<b>19532</b>	<b>737480</b>
Container Ships	2.60	220	129	9 791	737 480
Dry Cargo/Passenger	1.50	181	156	3 128	-
Bulk Carriers	9.05	148	107	6 613	-
 <b>Bangladesh</b>	<b>3.8</b>	<b>1996</b>	<b>1517</b>	<b>50408</b>	<b>1828899</b>
Container Ships	3.10	1 074	706	24 248	1 828 899
Bulk Carriers	7.10	328	305	13 911	-
Dry Cargo/Passenger	2.90	302	250	4 616	-
Tankers	2.10	292	256	7 633	-

# UNCTAD TrainForTrade: PMP



# Port Profile Form

The screenshot displays the 'PPS Survey 2015' form for 'Argentina - Puerto Buenos Aires'. The form is titled 'Port Profile Data' and contains five numbered questions. The first four questions are answered, and the fifth is partially visible. The browser's address bar shows the URL 'https://pps.unctad.org/index.php/pps\_survey/pps-survey-2015/'.

**Survey**  
**PPS Survey 2015**  
Reporting for: **Argentina - Puerto Buenos Aires**  
Thanks, you have already submitted the survey for this port. Close

**Sections**

- 1. Port Profile Data
- 2. Finance
- 3. Vessels Operations
- 4. Cargo Operations
- 5. Labour

**RECENT POSTS**

- [PPS Survey 2016](#)
- [PPS Score card](#)
- [PPS Survey 2015](#)
- [PPS Survey 2014](#)
- [PPS Survey 2013](#)
- [PPS Survey 2012](#)
- [PPS Survey 2011](#)
- [PPS Survey 2010](#)

**Port Profile Data**

1. What is the name of the Port Entity?  
*For coding and identification purposes*  
  N/A   
[Click here to leave a note](#)
2. In what year was the Port Entity in its current form established?  
*To identify any change on governance structures*  
  N/A   
[You left a note: Statute](#)
3. What is the current governing legislation for the Port Entity?  
*To identify national and/or local parts policy*  
  N/A   
[Click here to leave a note](#)
4. What year was this legislation passed?  
*To identify changes in policy.*  
  N/A   
[Click here to leave a note](#)
5. What is the name of the port regulator (if any)?

- ▶ Port Profile (21)
- ▶ Finance (10)
- ▶ Vessel Operations (5)
- ▶ Cargo Operations (11)
- ▶ Labor (4)

# Port Performance Score Card

- ▶ 23 indicators:
- ▶ Finance (6)
- ▶ Human Resources (6)
- ▶ Vessel operations (4)
- ▶ Cargo operations (7)

Course: La pratic... UserGuide2015FR.pdf Course: Trade in... Module 5 - Quiz 858000843.mp4 PPS Score card | TrainForTrade

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TrainForTrade Port Performance Customize 6 0 + New Dominique Chantrel

### Finance

PPS Survey 2011  
PPS Survey 2010

Indicator (6)	Global				No PA selected					
	N val.	Mean	Min.	Max.	2010	2011	2012	2013	2014	2015
EBITDA/revenue (operating margin)	66	44.3%	-28.3%	96.8%	-	-	-	-	-	-
Vessel dues/revenue	70	13.9%	0.5%	32.3%	-	-	-	-	-	-
Cargo dues/revenue	63	35.6%	2.8%	87.0%	-	-	-	-	-	-
Rents/Revenue	56	11.8%	0.1%	99.9%	-	-	-	-	-	-
Labour/revenue	61	24.9%	1.0%	63.4%	-	-	-	-	-	-
Fees and the like/revenue	54	8.5%	0.0%	79.9%	-	-	-	-	-	-

### Human resources

Indicator (6)	Global				No PA selected					
	N val.	Mean	Min.	Max.	2010	2011	2012	2013	2014	2015
Tons/employee	72	72357 t	731 t	927992 t	-	-	-	-	-	-
Revenue/employee	58	\$354393	\$15	\$6338520	-	-	-	-	-	-
EBITDA/employee	45	\$261740	\$4	\$6133147	-	-	-	-	-	-
Labour cost/employee	44	\$45772	\$2	\$415536	-	-	-	-	-	-
Training cost/wages	53	1.3%	0.0%	6.4%	-	-	-	-	-	-
Female Participation Rate	62	24.6%	0.0%	59.4%	-	-	-	-	-	-

### Vessel operations

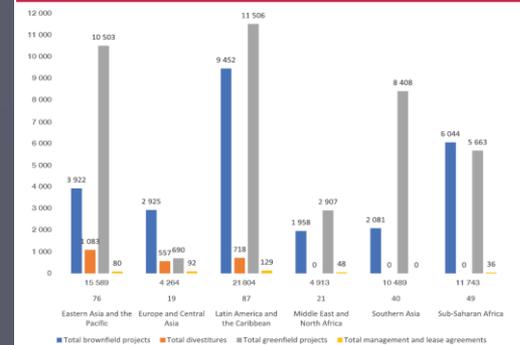
Indicator (4)	Global				No PA selected					
	N val.	Mean	Min.	Max.	2010	2011	2012	2013	2014	2015
Average waiting time	99	14 h	0 h	89 h	-	-	-	-	-	-
Average overall length per vessel	78	148 m	40 m	451 m	-	-	-	-	-	-
Average draft per vessel	74	7 m	0 m	22 m	-	-	-	-	-	-
Average gross tonnage per vessel	108	37741 t	469 t	2413111 t	-	-	-	-	-	-

### Cargo operations

Indicator (7)	Global				No PA selected					
	N val.	Mean	Min.	Max.	2010	2011	2012	2013	2014	2015

Investors in port developments are predominantly global port management companies. As noted in table 4.10, the AP Moller–Maersk Group accounted for the lion’s share of total investment (\$12.4 billion) and projects (43 projects) in 2000–2016, followed by the Port of Singapore, with about \$5 billion in investment for 18 projects. Hutchison Whampoa ranks third, with a total investment of \$4.6 billion for 17 projects. In general, these companies invest in various projects and have extensive geographical coverage but tend to specialize in certain regions. For example, CMA CGM has been a major player in Northern Africa and Western Asia; Hutchison Whampoa, in Asia; and Bolloré Group, in sub-Saharan Africa. In liner shipping companies, such as the AP Moller–Maersk Group or the Mediterranean Shipping Company, terminal operations are generally subordinate to their maritime shipping business, which is not the case for port terminal developers such as the Port of Singapore.

Figure 4.5. Private participation in port infrastructure investments and number of projects by region and type, 2000–2016 (Million dollars)



Source: UNCTAD secretariat calculations, based on World Bank, 2017a (as of July 2017).

Figure 4.6. Private participation in port infrastructure projects by region and subtype, 2000–2016

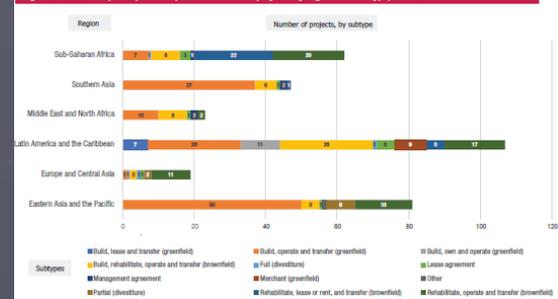


Table 4.11. Selected port projects, 2016

Economy	Project	Investment (million dollars)	Sponsors	Type of private participation in infrastructure
Brazil	Salvador Port Passenger Terminal	4.4	Sococom, Aba Infraestruturas e Logística	Brownfield project (rehabilitate, operate and transfer)
Brazil	Santos Port Ponta da Praia Terminal	146.0	Louis Dreyfus (50%), Cargill (50%)	Brownfield project (build, rehabilitate, operate and transfer)
Brazil	Santos Port Macuco Terminal	81.4	Fibra Celulose (100%)	Brownfield project (rehabilitate, lease or rent, and transfer)
Brazil	Suape Port Sugar Terminal	63.7	Dobrorecht (75%), Agrovita (25%)	Greenfield project (build, operate, and transfer)
Ghana	Tema Port Expansion	1 500.0	AP Moller–Maersk Group (85%), Bolloré Group (5%), other (20%)	Brownfield project (build, rehabilitate, operate and transfer)
Iran, Islamic Rep.	Chabahar port Development	235.0	Other	Brownfield project (build, rehabilitate, operate and transfer)
Jamaica	Kingston Freeport Terminal Limited	452.0	CMA CGM (51%), China Merchant Holdings (international company) (49%)	Brownfield project (build, rehabilitate, operate and transfer)
Myanmar	Myanmar Industrial Port Modernization	200.0	Other (100%)	Greenfield project
Panama	PSA Panama International Terminal, phase 2	400.0	PSA (100%)	Greenfield project (build, operate, and transfer)
Viet Nam	Dim Vu Port acquisition	4.5	Other (51%)	Partial divestiture

Source: World Bank, 2017a.

# Chapter 5

## Legal Issues and Regulatory Developments

### CYBERSECURITY IN MARITIME SHIPPING

Raising awareness about and the careful consideration of cybersecurity threats, risks and potential consequences for ships, ports and cargo handling and operations is important, as is the development of and compliance with relevant national and international regulations, best practices, guidance and standards



### SHIP-SOURCE POLLUTION



In the light of Goal 14, all countries are encouraged to consider becoming parties to relevant international conventions for marine pollution prevention and control, as a matter of priority



## SHIP-SOURCE POLLUTION



Shipowners and operators should make practical plans to meet the cap of

**0.5%**

on sulphur in fuel from 1 January 2020

In the light of Goal 14, all countries are encouraged to consider becoming parties to relevant international conventions for marine pollution prevention and control, as a matter of priority



## 2. Blockchain technology

### Overview

Blockchain is a new, distributed ledger technology that has not yet been fully defined or understood. A blockchain is a distributed database (that is, with multiple copies existing on different computer systems) that records information shared by a peer-to-peer network using cryptography and other techniques to create secure and immutable records of transactions (see *Harvard Business Review*, 2017). Such transactions may involve many types of value such as currency (money, stocks or bonds), proof of ownership of tangible assets (goods, property or energy) and intangible assets (votes, identity, ideas or personal data). The use of blockchain technologies is expected to improve the speed and lower the cost of doing business, by simplifying operations and reducing the need for human intervention, automating processes and removing human errors (Knect365, 2016).



New

# CYBERSECURITY IN MARITIME SHIPPING

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# UNCTAD recommends





# UNCTAD recommends

## ► Demand

Tackle the risks and uncertainty that overshadow **projected growth** in world seaborne trade and improve understanding of emerging trends shaping the outlook for seaborne cargo flow.

Minimize **unnecessary restrictions** to trade, ensure transport infrastructure upgrade, implement trade facilitation measures to unlock capacity and reduce transaction costs & support e-commerce stakeholders.



# UNCTAD recommends

## ► Supply

Given that different countries participate in different maritime sectors, policymakers need to identify their **countries' possible niches**.

Promote employment of **women** in the maritime transport sector to alleviate potential labour shortage and help achieve key SDG targets

Promote **LNG-powered ships** to help reduce costs and achieve environmental and climate-related targets.



# UNCTAD recommends

## ► Markets

Regulators need to monitor future developments relating to liner shipping alliances, **consolidation** and market concentration to ensure fair competition.

E.g. Assess the implications of these trends for small countries, revisit the rules governing consortiums and alliances to determine whether these should be regulated differently to balance the interests of shippers, carriers and ports

Support SIDS and LLDCs in addressing drivers of **transport costs**.

E.g. promote enabling frameworks and training, facilitate technology use in transport, upgrade infrastructure and improve equipment procurement.



# UNCTAD recommends

## ► Ports

Need to formulate policies and plans to better adapt to a changing **liner shipping market set-up**. Ports and shipping lines should engage in closer cooperation to mitigate cost pressure.

Ports need to expand their offering by considering other **services to customers**.

Governments can build on the extensive **PPP models** to define a suitable PPP strategies.

Adopt relevant **technologies** and solutions, including customs automation and port community systems.

Refine port **performance measurements**, including by investing in data collection and supporting ICT platforms that lower data collection and analysis costs.



# UNCTAD recommends

## ► Legal and Regulatory Framework

Governments, business and other stakeholders should collaborate to better understand and implement new **technologies** used in the maritime industry.

Collaborative approaches towards possible cybersecurity threats, risks and consequences.

**Cybersecurity** elements should be mainstreamed into relevant maritime sector regulatory frameworks and compliance should be encouraged and supported.

Efforts to reduce **GHG emissions** from shipping should be pursued as a matter of urgency and the needs of special SIDS and LDCs should be taken into account

All countries are encouraged to consider becoming parties to relevant international conventions for marine **pollution prevention** and control, as a matter of priority.

# Chapter 6

## Maritime Transport Connectivity

### MARITIME CONNECTIONS

Country pairs that add a direct route tend to see a reduction in trade costs of 9 percentage points

#### BEST CONNECTED COUNTRIES PER REGION



Cabotage can enhance operational efficiency along the supply chain, address concerns related to carbon dioxide emissions and energy efficiency and trade prospects through trans-shipment

The potential of cabotage is higher in countries with longer coasts or in countries with islands, where the alternative road transport is costlier or not available



Figure 6.1. Density map of container ship movements

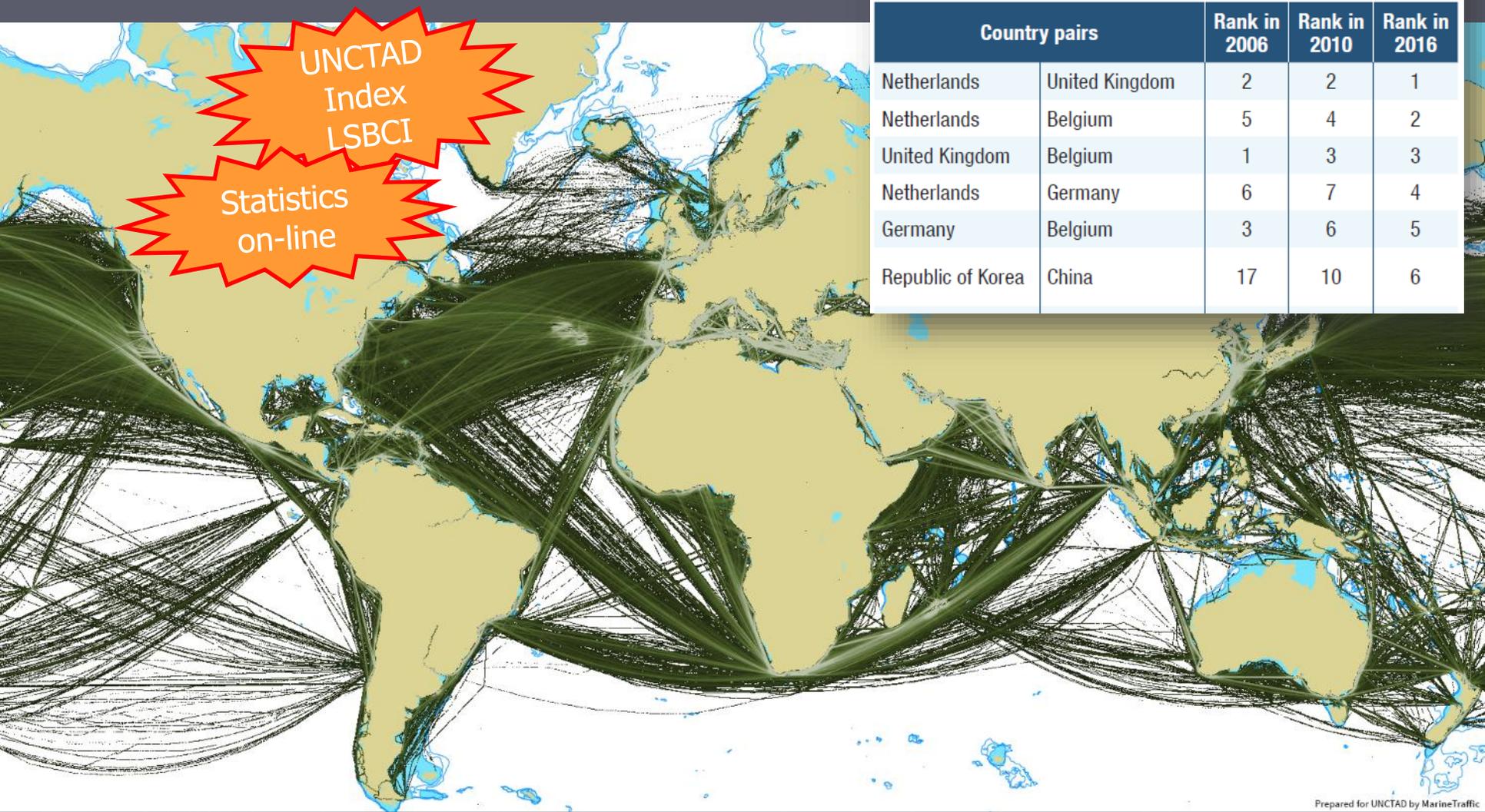
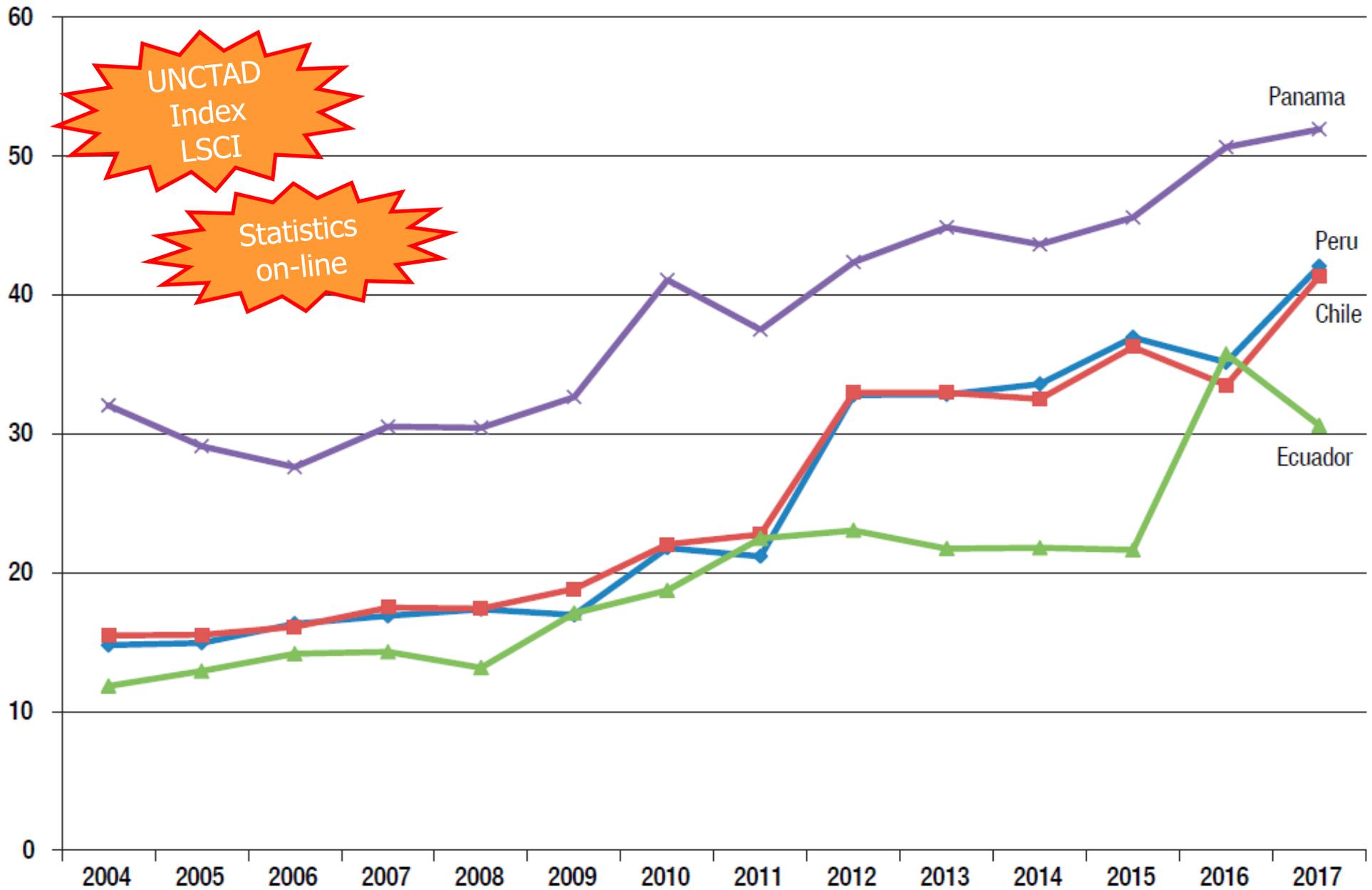


Table 6.3. Top 25 country pairs ranked according to the bilateral liner shipping connectivity index, 2006, 2010 and 2016

Country pairs		Rank in 2006	Rank in 2010	Rank in 2016
Netherlands	United Kingdom	2	2	1
Netherlands	Belgium	5	4	2
United Kingdom	Belgium	1	3	3
Netherlands	Germany	6	7	4
Germany	Belgium	3	6	5
Republic of Korea	China	17	10	6

Prepared for UNCTAD by MarineTraffic

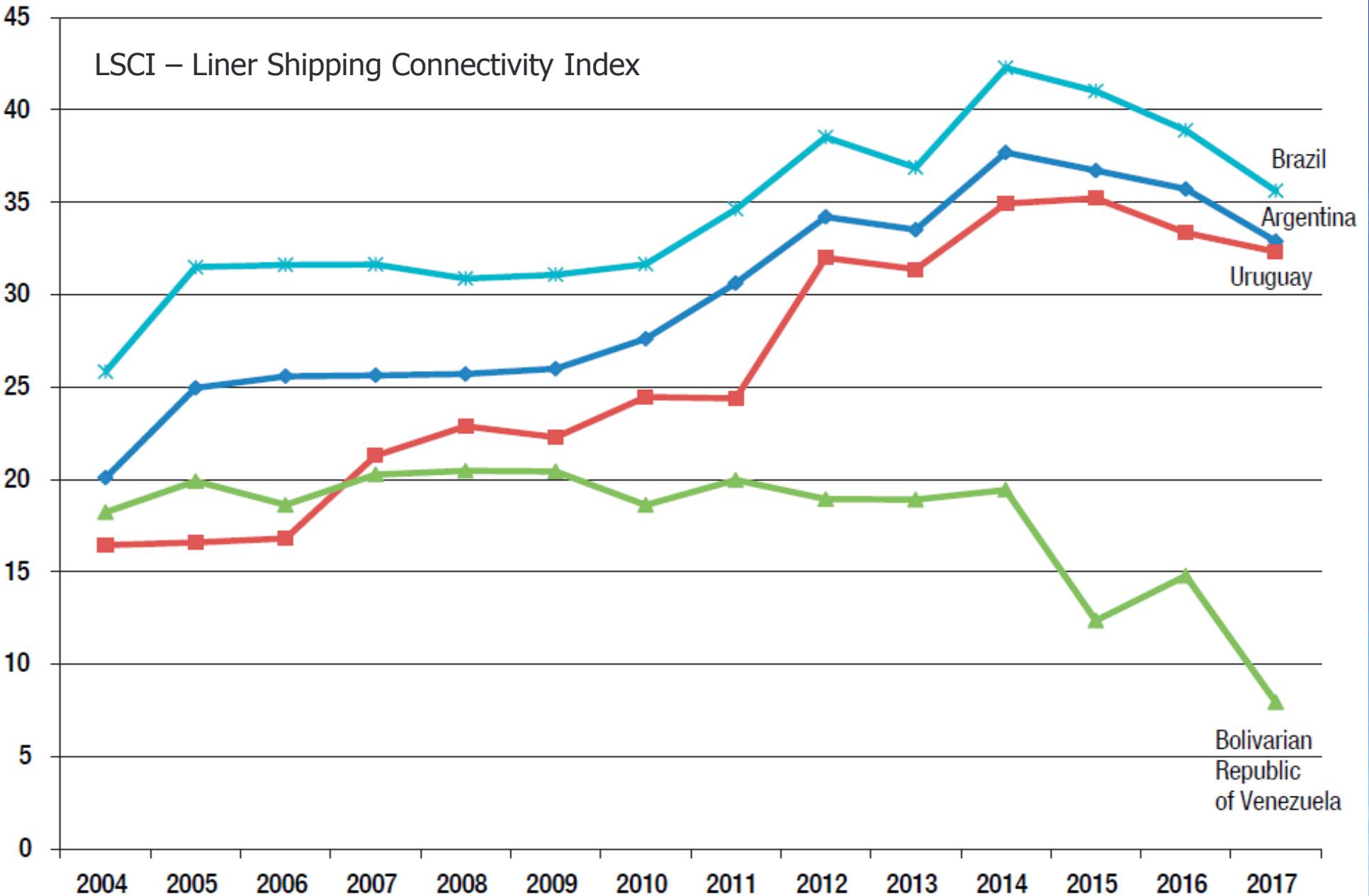
Source: Prepared for UNCTAD by Marine Traffic.  
 Note: Data depict container ship movements in 2016.



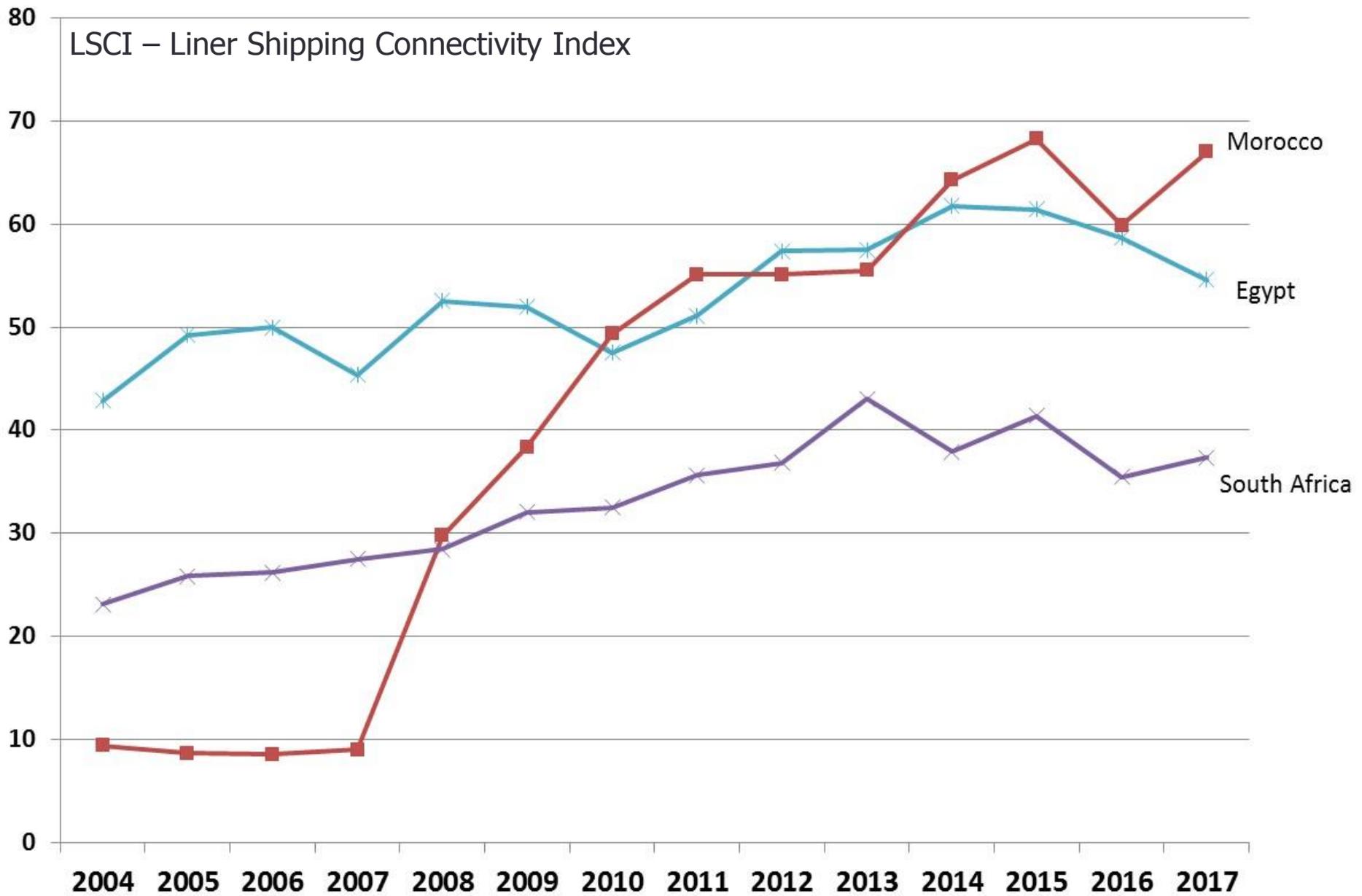
UNCTAD LSCI generated with data from MDS Transmodal - [www.mdst.co.uk](http://www.mdst.co.uk)



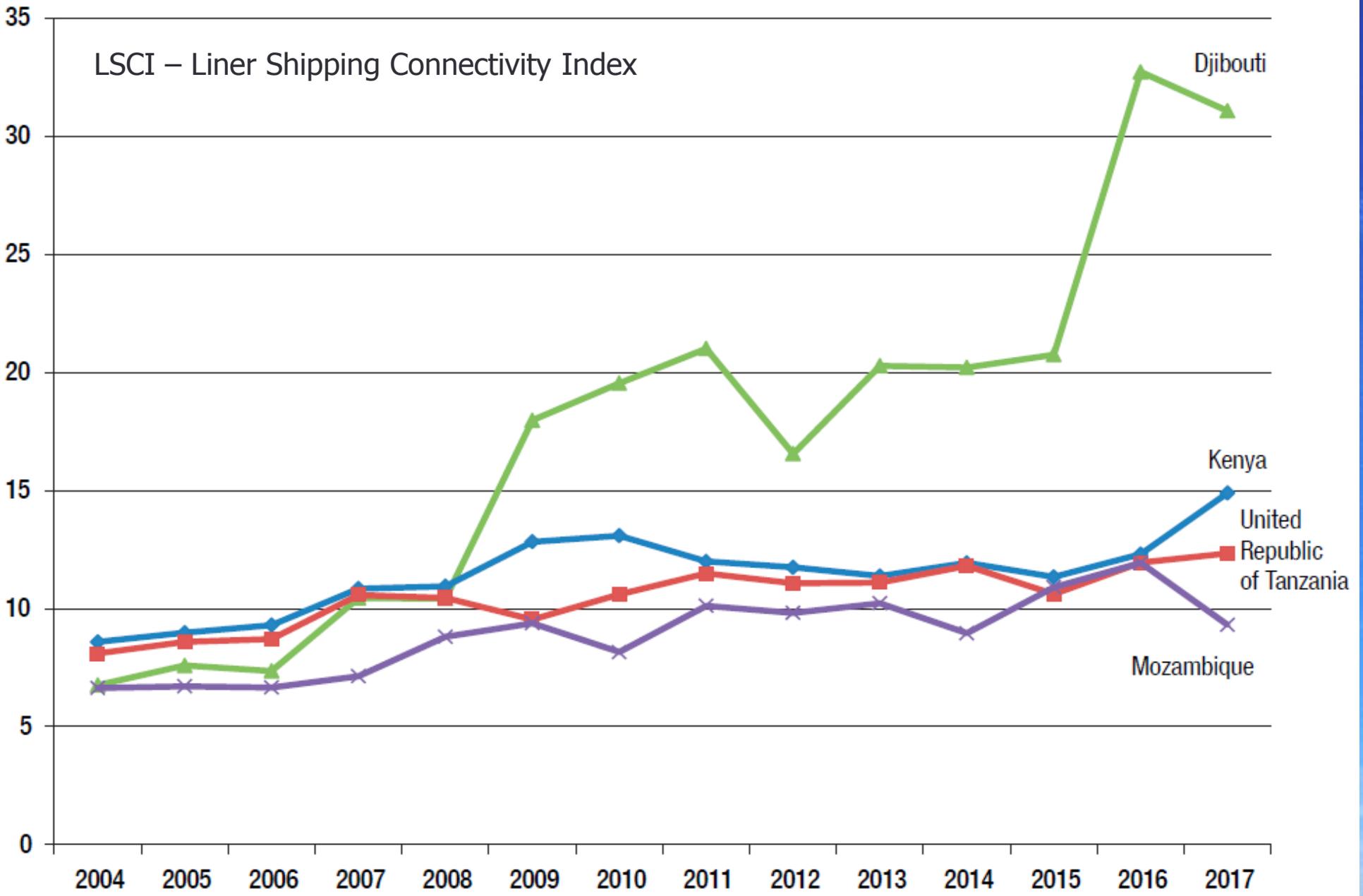
# LSCI – Liner Shipping Connectivity Index



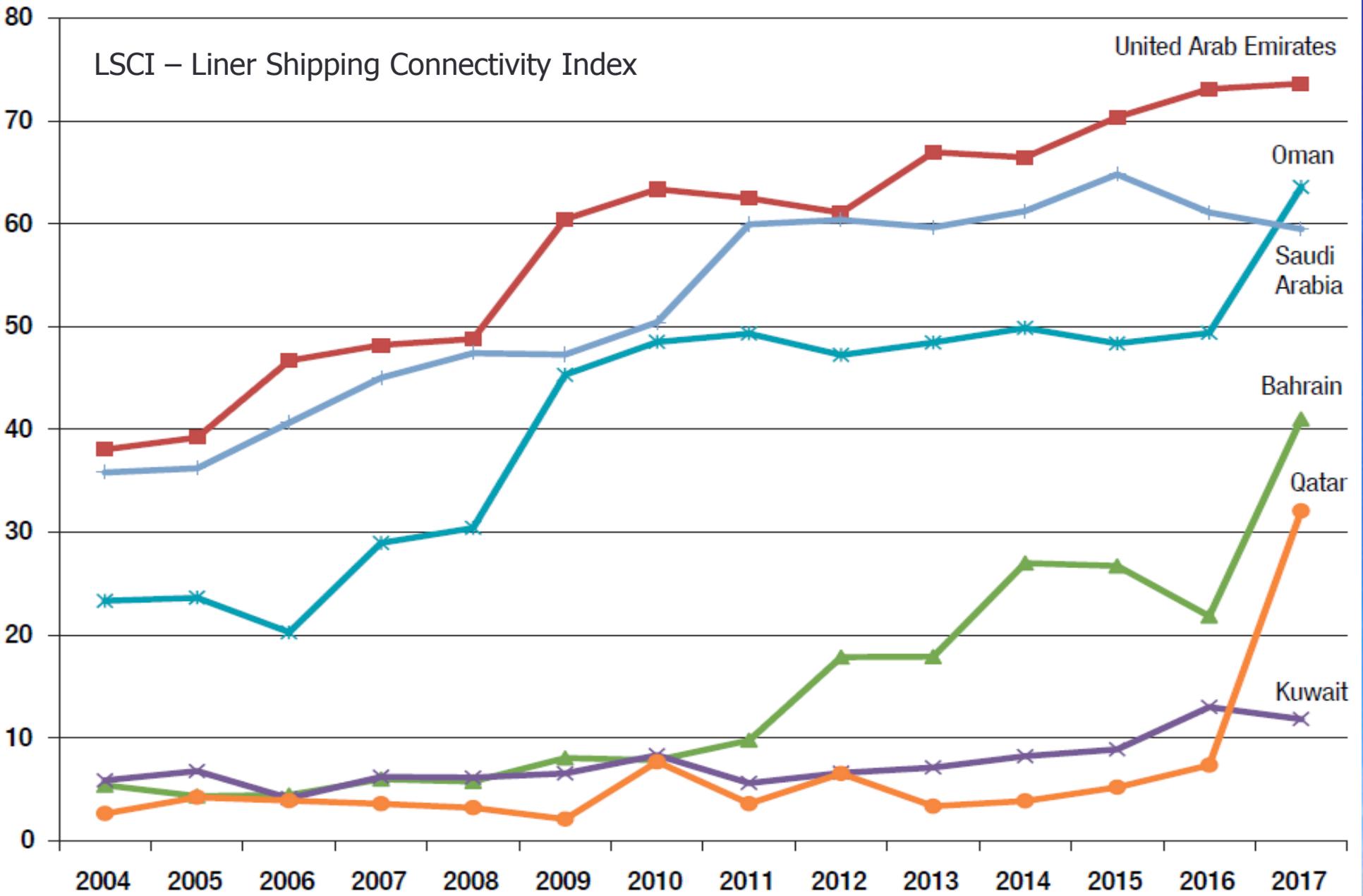
# LSCI – Liner Shipping Connectivity Index



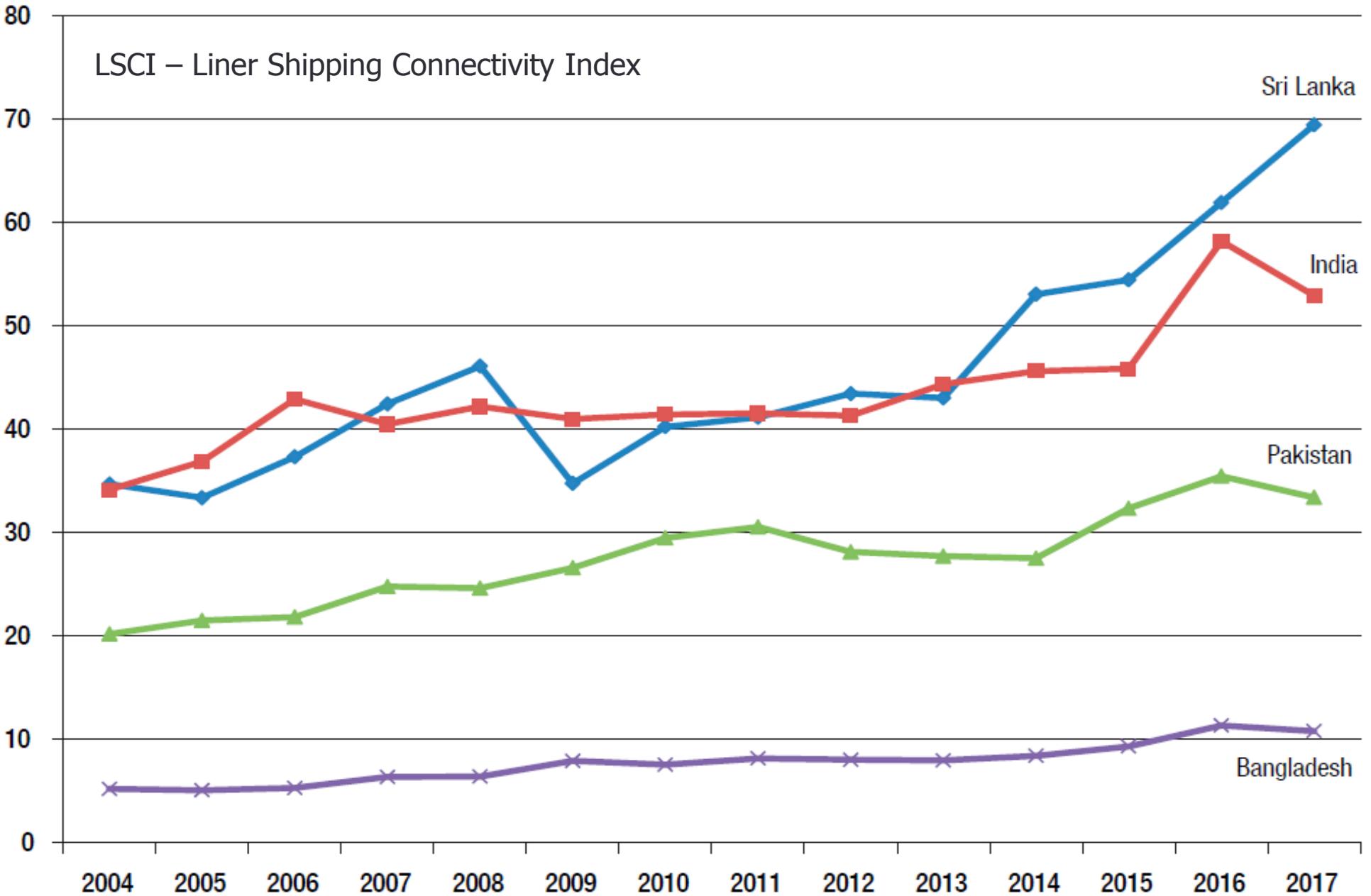
# LSCI – Liner Shipping Connectivity Index



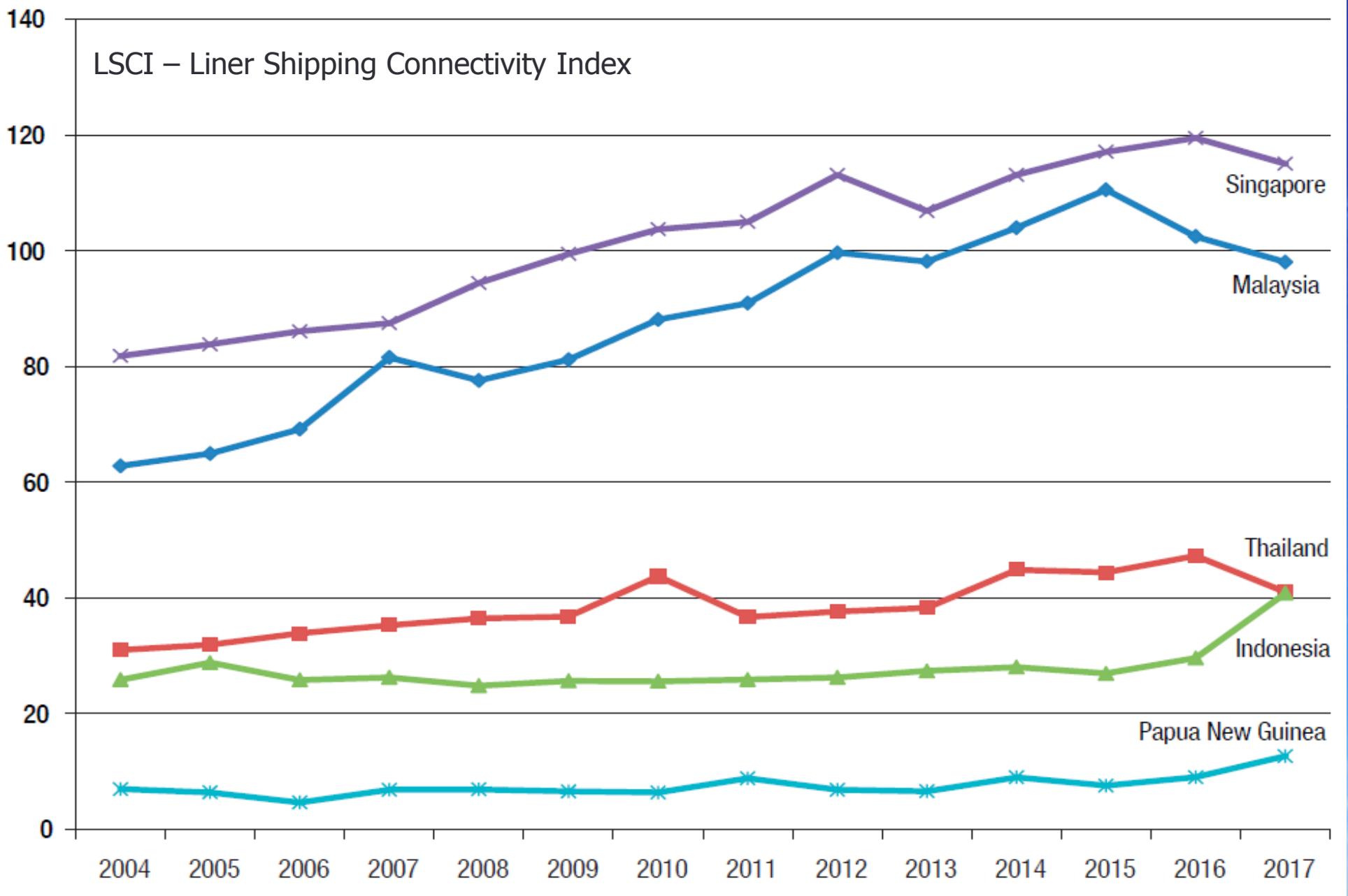
# LSCI – Liner Shipping Connectivity Index



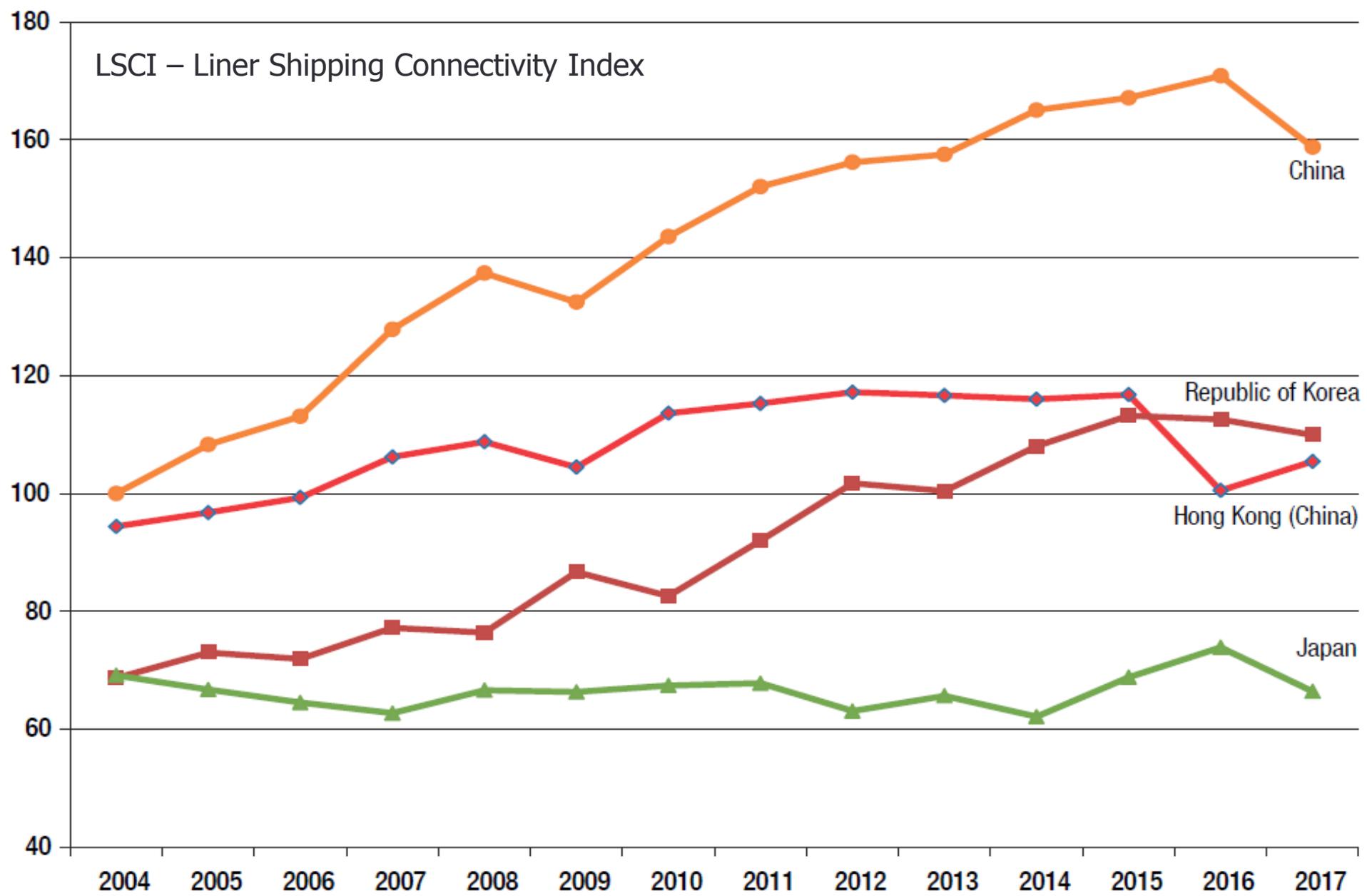
# LSCI – Liner Shipping Connectivity Index



# LSCI – Liner Shipping Connectivity Index

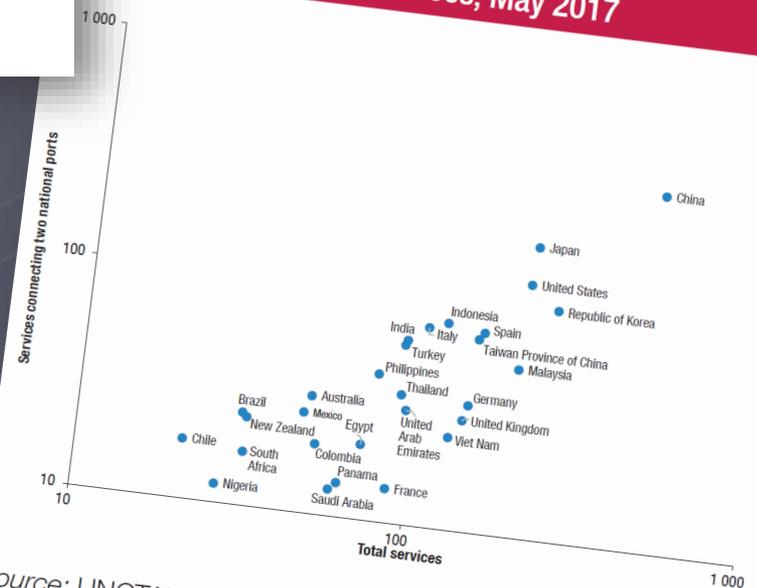


# LSCI – Liner Shipping Connectivity Index



National, regional and intercontinental liner shipping services should be interconnected to the extent possible. In many countries today, domestic shipping services for cabotage transport are protected from foreign competition. Such market restrictions can lead to unnecessary inefficiencies and loss of maritime connectivity. Well-designed policies that allow – under clearly defined conditions – international shipping lines to also carry domestic trade and cargo from feeder vessels can enhance both the competitiveness of a nation's seaports and the access of importers and exporters to international shipping services.

**Figure 6.5. Domestic and total number of container shipping services, May 2017**



Source: UNCTAD secretariat calculations, based on data provided by MDS Transmodal.



# UNCTAD recommends

- ▶ Chapter 6 and overall

What can policy makers, researchers and the international community do to improve maritime connectivity?  
10 recommendations

# #1: Improving forecasts

Include transport connectivity in planning and trade models

- ▶ When negotiating trade deals, preparing trade policies or planning transport infrastructure investments, the research and forecasts can be significantly improved if data on maritime transport networks is included



# #2: Digital connectivity

## Opportunities from modern network technologies

- ▶ Cargo and vessel tracking and numerous other digital developments can help enhance maritime connectivity.



# #3: Cabotage

Linkages between national, regional and inter-continental shipping services

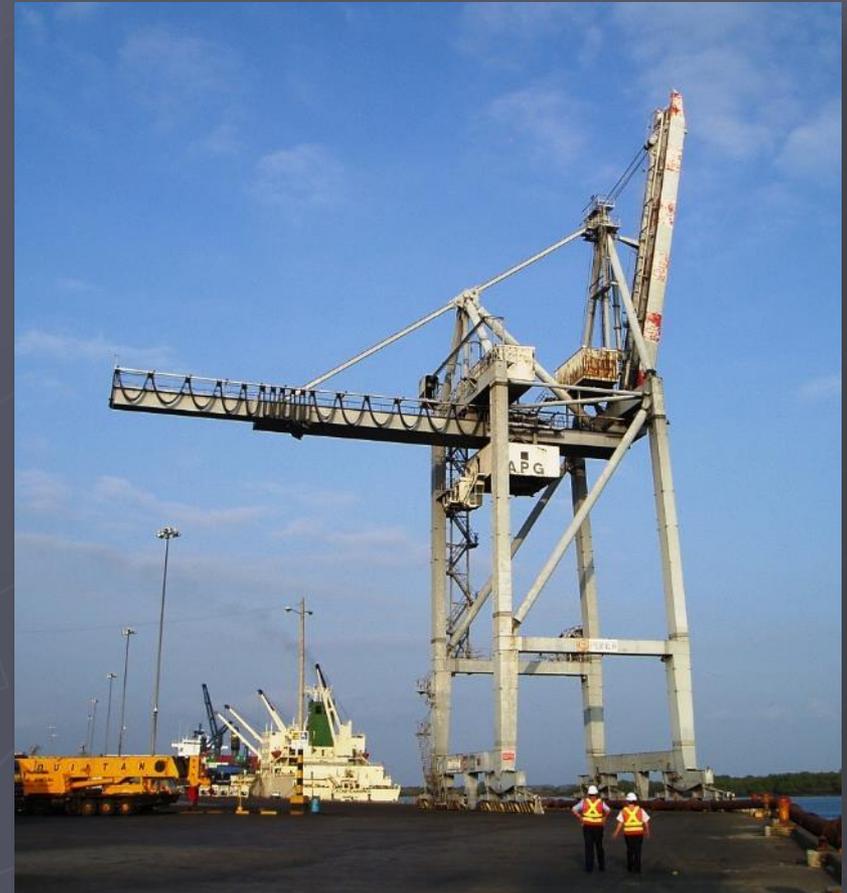
- ▶ Limitations to cabotage markets can lead to unnecessary inefficiencies and loss of maritime connectivity.



# #4: Regional coordination

Ports may compete, but they also often serve the same lines and hinterland.

- ▶ For ports along the same route, it makes sense to plan port investments jointly to accommodate the vessels that will serve this route.



# #5: Seaports' modernization

Investments in seaports and intermodal connections should be made

- ▶ These investments may take the form of PPPs, as most common user ports such as container terminals have in recent decades been concessioned or have involved the private sector in some other form.



# #6: Let ports compete

Competitive pressures will encourage port operators to maximise their efficiency and pass on those efficiency gains to their clients

- ▶ Inter-port competition should include neighbouring countries' ports. Trucking markets, rail and road infrastructure, as well as transit regimes are key.



# #7: Collaborative platforms

Under the WTO TFA and IMO FAL, countries should establish committees where stakeholders coordinate and cooperate

- ▶ Such collaborative platforms should go beyond just compliance issues, and aim at all necessary reforms to facilitate international trade and its transport.



# #8: Facilitate Transit

Maritime connectivity benefits from a larger hinterland for the seaports

- ▶ Transit can be facilitated in line with international standards and recommendations of the UN, the WCO, and the WTO



# #9: However: be strong!

## Connectivity is not everything

- ▶ Pressure from shipping lines to invest in seaports to accommodate ever larger ships, especially for transshipment operations, may not be worth the extra cost.
- ▶ Without additional volumes, increasing just the ship size will in fact reduce the effective capacity of the seaport as it would require larger yards to handle the same total volume.



# #10: Be realistic

In view of current industry developments in liner shipping including mergers, global alliances and ever larger gearless ships, it will be difficult and costly for some remote and small markets to maintain frequent and cost-effective liner shipping connections

- ▶ Trade policies will need to realistically consider what type of goods and services a country can import and export
- ▶ These may include digital goods and services, or goods that are competitive by air transport in order to complement the goods traded by sea

# The RMT package

## The RMT



... is complemented by:

- ▶ On-line statistics  
<http://stats.unctad.org/Maritime>
- ▶ Maritime country profiles  
230 two-page summaries
- ▶ Teaching and advisory services  
<http://unctad.org/TLB>
- ▶ Blogs and quarterly news  
<http://unctad.org/transportnews>

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**Beyond the European Port Industry:  
Key messages from the UNCTAD  
Review of Maritime Transport 2017**

[Jan.Hoffmann@UNCTAD.org](mailto:Jan.Hoffmann@UNCTAD.org)