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Managerial Obstacles Facing the Gaza Seaport Project

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

(قُلْ إِنِّي صِرْتُ نَسِيًّا وَمَحْيِيًّا
وَمَمْنِيًّا لِلَّهِ رَبِّ الْعَالَمِينَ لَا شَرِيكَ لَهُ
وَبِذَلِكَ أُمِرْتُ وَأَنَا أَوَّلُ الْمُسْلِمِينَ)

صدق الله العظيم

(سورة الأنعام 162)

ABSTRACT

Managerial Obstacles Facing the Gaza Seaport project

The core focus of this study is to assess the main managerial obstacles facing the Gaza seaport project, including obstacles of Human resources, Production (Technical), Marketing and Financial.

This study tries to provide recommendations that will contribute to sort out problems facing the process of building and operating the Gaza seaport, and to encourage the private sector to invest in the different phases of the Gaza seaport and all related industries and services.

A survey questionnaire was prepared to collect the primary data combine with the use of quantitative and qualitative statistical methods. Where questionnaires have been distributed to all the study's society, (52) valid questionnaires have been analyzed by using the (SPSS) software application.

The results concluded that, there are Human resources obstacles facing the Gaza seaport project , while neither Marketing obstacles nor Financial obstacles exist, besides to other results related to the location of port, where north of Gaza strip is the best location of Gaza seaport, and the Privatization is the best investment plan can be applied in Gaza seaport project by entering into concession agreement under the (Build Operate Transfer **BOT** type) for the long term strategy.

The study recommends the establishment of a permanent port, modifying the existing Regional master plan and supports the changing of the existing proposed location of Gaza seaport, also it recommends that there is a need for a new marketing analysis for Gaza seaport.

The Study recommends further future studies concerns deep researches for each field of obstacles separately, Human, Production (Technical), Marketing, Financial, and other obstacles such as Law, social and Political.

ملخص الدراسة

وقد جاءت هذه الدراسة لتلقي الضوء على المعوقات الإدارية الأساسية التي تواجه مشروع ميناء غزة البحري، بما تشمله من معوقات متعلقة بإدارة الموارد البشرية، معوقات متعلقة بالجانب الإنتاجي (الذي)، التسويقي والتمويلي.

هذه الدراسة تحاول تقديم توصيات تساهم في تصنيف المشاكل التي تواجه عملية بناء وتشغيل ميناء غزة البحري، وأيضاً لتساعد القطاع الخاص للاستثمار في كافة مراحل مشروع الميناء وكل الصناعات والخدمات المرتبطة به.

اعتمدت الدراسة بصورة أساسية على المنهج الوصفي التحليلي والدراسة الميدانية، فقد تم إعداد استبانته لجمع المعلومات الأولية. حيث تم توزيع استبانته على جميع أفراد مجتمع الدراسة، (52) من هذه الاستبانات تم استلامها وتحليلها بواسطة برنامج التحليل الإحصائي.

وقد أظهرت الدراسة مجموعة من النتائج منها، أن هناك معوقات متعلقة بإدارة الكادر البشري تواجه مشروع ميناء غزة البحري بينما لا توجد معوقات تتعلق بالجانب التسويقي أو معوقات تتعلق بالجانب التمويلي، هذا بالإضافة لمجموعة من النتائج، حيث وجدت الدراسة أن شمال قطاع غزة هو الموقع الأنسب لإنشاء ميناء غزة البحري، وأن الخصخصة هي أنسب مخطط استثماري لمشروع الميناء يمكن تطبيقه أو الدخول في اتفاقية على المدى البعيد تحت الامتياز المسمى (بناء- تشغيل- نقل ملكية).

وأوصت الدراسة بضرورة إنشاء ميناء تجاري دائم، إعادة تحديث التخطيط الحضري لقطاع غزة، دعم تغيير موقع ميناء غزة البحري، بالإضافة إلى أن هناك حاجة لتحليل سوق جديد لهذا المشروع.

وأوصت الدراسة أيضاً بإجراء المزيد من الدراسات العميقة مستقبلاً، لبحث كل معوق من المعوقات الإدارية، الفنية، التمويلية والمالية كل على حده ولكن بصورة أعمق، بالإضافة لبحث المعوقات المتعلقة بالجانب القانوني، الاجتماعي والسياسي.

DEDICATION

**IN THE NAME OF ALLAH
THE MOST BENEFICENT, THE MOST MERCIFUL**

I Dedicate this work to my Parents, Wife and Children

ACKNOWLEDGEMENTS

All Thanks to Allah: Our Efforts are nothing without his Will

Praise be to Allah the Almighty, for his mercy and protection from bad deeds,

Many thanks go to Him and His last prophet Mohammed (peace be upon him)

This Endeavour could not been completed without the cooperation and generosity of a number of individuals and organizations. It would not be possible to pay tribute to each and everyone personally. However,

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ABBREVIATION

BOT	Build Operate Transfer
EU	European Union
GDP	Gross Domestic Product
GLS	General Logistics Services
GP	Gaza Port
GPA	Gaza Port Authority
GS	Gaza strip
HRM	Human Resource Management
IMO	International Maritime Organization
MOPIC	Ministry of Planning and International CO-Operation
MOT	Ministry of Transport
PCBS	Palestinian Central Bureau of Statistics
PNA	Palestinian National Authority
PPI	Private Participation in Infrastructure
PPP	Public - Private Partnerships
PSA	Port of Singapore Authority
UNCTAD	United Nation Conference on Trade And Development
VAD	Value Added Services
VAL	Value Added Logistics
WB	West Bank
WBG	West Bank and Gaza Strip
WTO	World Trade Organization

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CHAPTER(1)

Proposal and Previous Studies

1.1 Introduction:

The Gaza seaport project is a strategically important project on all aspects particularly the political and economic. The importance comes from the fact that the project emphasizes the concept of independence and utilization of natural regional resources in the international waters.

A free seaport being a gateway for Palestine will not only connect Palestinian economy effectively to the world, but will also enhance the local industry and the export and commercial services. That will increase the GDP and create new job opportunities and increase the income (UNCTAD,2006).

Palestinians currently fully rely on Israeli ports for all import and export operations. It is estimated that 2.6 million tons of good are exchanged to the external world through the Israeli ports. This figure is expected to rise to 6.15 million tons by 2012 (Gaza Seaport Authority, 2005).

Due to the vital importance of a sea port, the first phase contract was signed with a Dutch-French consortium that specialize in sea ports, with an estimated cost of 42.8 million dollars.

Port Authority (2005) says that Gaza sea port will create about 1800 job opportunities in the first phase which will extend to 5000 direct and indirect jobs. The port will secure an estimated figure of 150-200 million USD generated through customs and container storage and service facilities

The port will reduce and possible eliminate the economic dependence on Israeli economy and enable free trade of Palestinian imports and exports.

The sea port will enable the establishment of new economic and commercial ties and inter-relations within the economic sectors.

The port offers free access-road for Palestine to the world and opens the maritime windowpane for dealing with the world directly without any constraints on either import or export (World Bank,2006).

With all the importance of such project, most of the previous studies mentioned that there are many obstacles facing it . Those can be summarized by administrative, functional,

technical, marketing Financial, political and geopolitical, economic, social and regulatory. This study will focus only on Human resources , production (technical) , marketing and financial issues. The researcher excludes the Israeli obstacles, which have their severe effects on this project , and may be the core obstacle facing the establishment of Gaza seaport, but the researcher keeps out these obstacles , for not using them to vanish our own shortage , as Palestinians, towards this important project, so the researcher excludes these obstacles for study purposes.

1.2 Study problem:

The study focuses on the obstacles facing the implementation of the Gaza seaport project. This Study concentrates on human resources, production (technical), marketing and financial obstacles.

1.3 Study variables

1.3.1 Dependent variable:

Establishment of Gaza seaport project .

1.3.2 Indépendant variable:

Human Ressources obstacles , Production (Technical) obstacles , Marketing obstacles and Financial obstacles

1.4 Study hypothesis :

This study aims to test the following main hypotheses:

1-There are an insignificant Human resources obstacles affected on the establishment of Gaza seaport at level of significant 0.05

2-There are an insignificant Technical obstacles affected on the establishment of Gaza seaport at level of significant 0.05

3-There are an insignificant Marketing obstacles affected on the establishment of Gaza seaport at level of significant 0.05

4-There are an insignificant Financial obstacles affected on the establishment of Gaza seaport at level of significant 0.05

And the following Sub-Hypothesis :

1 There is an insignificant difference between the Human Resources obstacles facing the construction of Gaza seaport and (age/Education/Major & Experience) at 0.05 level of significant.

2 There is an insignificant difference between the Technical obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant

3 There is an insignificant difference between the Marketing obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant

4 There is an insignificant difference between the Financial obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant

5 There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best suitable for Gaza seaport to be applied as question No. 2 Part III) at 0.05 level of significant.

6 There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 3 Part III) at 0.05 level of significant.

7 There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best setup for a Palestinian port for Gaza as question No. 4 Part III) at 0.05 level of significant.

1.5 Significance of the study:

The significance of the study comes from the following aspects:

1-The novelty of the issues discussed as one of the independence-challenging project for Palestinian authority.

2-The striving need of the PNA, the ministry of transport, the ports authority and the unique and entrepreneur vision for this project to enhance the national economy and to increase the income for the society.

3-The fact that the researcher is a senior staff of the ministry of transport with a vast enriching experience in the field and access to resources of data , which increases the validity and reliability of data resources .

4-The primary data collection and analysis methodologies which will be provided by contributing specialist and experts, leading to an in-depth data analysis that will help in making recommendations.

5-The possibility of adoption and utilization of this research results in the enhancement of the project management and raising awareness of the manpower and private sector of this project, potentially leading into further investments.

6- The applicable recommendations provided by this research for solving the obstacles facing the establishment of Gaza seaport.

1.6 Aims of the study

The possible outcome of the study are:

- 1-Recognize the obstacles facing the establishment of the Gaza sea port.
- 2-Provide recommendations that will contribute to sorting out issues and problems facing the process of establishment and operating the Gaza seaport .
- 3-Gathering and recognizing the experts judgments and opinions for different obstacles of Gaza seaport .
- 4-Encourage the private sector to invest in the different phases of the operations of the projects and all related industries and services.

1.7 Research methodology

Researcher uses the quantitative and qualitative analysis, and researcher relies on secondary research and scholarly resources such as books and specialized studies and journals. Due to the novelty of the topic, the research also relies on data collected form surveys with relevant people.

1.8 Study assumptions

The obstacles facing the project of the Gaza seaport will be based on fact-based assumptions as follow:

- 1-The Palestinian Authority has full control on all Palestinian borders and border crossings of the Palestinian entity which ensures and enforces of the feasibility of Gaza seaport for more, at least, transshipment from Gaza to West Bank and reverse .
- 2-The regulatory, political and social obstacles are excluded.

1.9 Previous Studies

1.9.1 Palestinian Studies:

1.9.1.1- EL-Awoor (2005)

This dissertation describes the development of the port of Gaza as a gate to revive the Palestinian Economy.

This dissertation explains the internal activities of Gaza seaport and its contribution in enhancing the Palestinian economy.

The dissertation recommends the followings:

- 1- The need to establish the Gaza seaport.
- 2- The need to adapt the modern ways in structuring and operating the Gaz seaport to revive the Palestinian economy.
- 3- The need to release the National economy from restrictions and obstacles by liberate the goods exchange from the occupation control.

1.9.1.2-Zughbur (2005)

This research describes, Gaza seaport berthing facilities using simulation, by adopting the simulation model for queuing in Gaza seaport by using software (Arena program).

By using a simulation model for Gaza seaport , the efficiency of the port was analyzed and found to be 76% to 90% according to the proposed plan and facilities.

It recommends to increase the No. of cranes on cargo berth by one crane to increase the efficiency of Gaza seaport, the need for existence of training program for the employees, also there is a need for integrated information system for Gaza seaport to be able to compete with other regional ports.

1.9.1.3- Shehata (2002)

This research describes the management of Gaza port and multi-modal transport systems in Period of preparation and operation, and explains the severe need to establish the Gaza seaport to support the Palestinian Economy.

The research identifies the alternatives applied on the administrative structure of Gaza seaport authority.

The research explains the multi-modal transport systems and the electronic data interchange (EDI) systems, and how can be applied for marketing the logistic services and improving the competitive advantage of Gaza seaport.

This research recommends the establishment of Gaza seaport, supporting the use of EDI in all the customers' services, also putting a comprehensive training course for the employees of Gaza seaport, choosing the suitable administrative structure for Gaza seaport, trying to make the Gaza seaport compete the regional ports.

1.9.1.4-AL-Massry (1998)

This research answers the question, what is the future role of Gaza seaport in the Palestinian economy ?.

This research describes, the obstacles facing the Palestinian economy and the fluid of trade (Import & Export) throughout the Israeli seaports.

The research explains the Israeli and Palestinian vision to establish the Gaza seaport, its effects on job creation and revival of Palestinian economy.

The research describes, the integrated transport system in Gaza strip, and the effect of Gaza seaport' establishment.

1.9.1.5 Abu- Hujair (1998)

This research investigates the Efficiency analysis of operational performance of Johor port container terminal in Malaysia .

The research outcome showed that the cost of using Johor port is reasonable, but there are some poor advanced communication facilities such as EDI, the warehousing facilities is unsatisfactory.

The research views that Johor port remains competitive, and it is suggested to be focused the customer satisfaction through shorter turnaround time of vessels, shorten turn- time of trucks, fast and just-in –time information and efficient inland connections, and this will make Johor port, competitive in the midst of fast growing Asean ports.

1.9.2 Israeli Studies:

1.9.2.1(Abraham, 1984) By Armond Hammer fund, The University of Tel-Aviv, describes the importance of the existence of Gaza Seaport, Thus the Palestinian and Arab countries will prefer to use it without the indecency on the Israeli ports. This study finds that trade will increase between Gaza and other Arab countries, and Israel will gain in an indirect way.

This port will encourage the establishment of land transport and rail between Palestine and other Arab countries in the region, and there is a possibility for establishment of Petroleum Pipelines connects Jordan to West Bank.

This study expects the initial capacity of port to be 4 million tons/year.

1.9.2.2(Hirsh, 1990) By Armond Hammer Fund, The University of Tel-Aviv, In a continuous efforts of the study of(Abraham,1984), this study describes that The existence of Gaza seaport will help to establish Port's Free zone, to attract the foreign investments especially the Arab investments, also the success of this idea as a result of the majority of Jordanian people from Palestinian origins, also the study supports the idea of establishing the Gaza sea port , and this will support the Israeli ports by the transshipment.

1.9.2.3 (Fishelson,1992) By Armond Hammer fund , The University of Tel-Aviv, This study investigates the situation of the region after the peace process, so the existence of Gaza seaport is recommended to support the peace process.

This study recommends the allocation of Gaza seaport for Petroleum Pipelines, for Palestine and Israel supply.

This study expects an increasing in investments in the region.

1.9.3 Foreign Studies:

1.9.3.1 Port of Gaza-Basic Engineering Study, Final report, September 1994, by Grabowsky & Poort BV, Consulting Engineers the Netherlands. were commissioned by the ministry of Economic affairs of Netherlands to perform a basic engineering study to investigate the technical, economic and environmental aspects of proposed sea port in Gaza in order to recommend the basic feature of the port.

The report recommends that harbor construction be accomplished in phases, with the initial phase (Phase I) consisting a 400 m diameter 11 m deep harbor basin,200 m long berthing space for general cargo vessels and two roll-on roll-off (Ro-Ro) berths, protected by a 700 m long breakwater.

1.9.3.2 Port of Gaza Economic & Technical Study, Draft final report, January 1996, by French consulting group of SOFREMER(Acting leader), BCEOM, the report of Marseille Authority and SOGREAH. The study was funded by the French government to demonstrate that the project, as conceived in the basic engineering study, was technically feasible, and to define conditions under which the port would be successful. The two-volume study report was subdivided into three major parts: Basic Data, Forecasts, and Port Definition and Evaluation.

1.9.3.3 Environmental Impact Statement for Gaza Sea Port,1996, by Vitteveen & Bos, consulting engineers, Deventer, the Netherlands. The Dutch Government funded preparation of the statement. The study recommends that the project be approved for implementation.

1.9.3.4 Gaza Port Part I Project Summary, Final report, June 1997, by European Gaza Development Group JV. This report summarizes the initial port development stage, including port requirements, layout, engineering, construction, costs and planning, environment, Institutional plan, and other important issues.

1.9.3.5 Gaza Port Part II Layout Report, Volumes 1,2 and 3, June 1997, by European Gaza Development Group JV. Volume 1 covers port layout and site conditions study. Volume 2 discusses soil conditions, and Volume 3 addresses wave conditions, nautical aspects and morphology.

1.9.3.6 Gaza Port Master Plan Draft Final Report, 1998, by the French consortium of BCEOM, SOFREMER, Port autonome de Marseille, and SOGREAH. The Master plan addresses port capacity, functional requirements and layout of the first phase of development, which is subdivided into six sub phases. The report also addresses the port's functional and training needs.

1.9.3.7 Gaza Seaport Study & Assessment, Final Report, April 2001, Prepared by PARSONS BRINKERHOFF INTERNATIONAL,INC. Submitted to: USAID WEST BANK & GAZA. The assessment addresses the regional trade context and cargo forecasts, seaport project description, analysis of offshore & onshore plans, port operation and management, revenue stream and profitability.

1.9.4 Arabic Studies:

1.9.4.1 Ismael (2004)

This research represents an investigation of the present status of Lattakia port in Syria, as a case study for implanting the modern trends in managing the seaport of Lattakia.

The research analyzes the strength, weaknesses , opportunities and threats of Lattakia port, to enhance its productivity for better services for its potential customers.

The research aims to study and analyze the Lattakia port's activities from the technical, administrative, marketing approaches.

This study recommends, the necessarily for effective marketing plan for lattakia port to serve its potential customers, development of rail lines and its linkage with the Lattakia port, the private sector involvement will enhance the level of services presented to the customers, there is a need for re-structuring the administrative processes and structure in lattakia port, there is a need for more interest in the environment protection, there is a need for applying the Quality control concepts on the port's activities, also a need for more independency in decision making process, thus more decentralization.

1.9.4.2 Abouelsoud (2003)

The dissertation explores this problem and highlights the need for special electronic business-aware maritime services to support the development of distributed electronic business groupware in maritime industry. More specifically, this dissertation describes the requirements for , the design and implementation of, an electronic business-aware group service. This service is given to provide the flexible collaborative maritime marketplace.

The dissertation also describes the implementation of the workflow management system(WFMS) ,Flexible Collaborative Maritime Transport Marketplace (FCMTM)and E-Service to execute a sequence of steps in performing a complex business process and to create of a framework that will facilitate the coordination of these components in the context of workflow.

1.9.4.3 Aboesa (2001)

This research deals with the port management policy and ownership, hence examines port cluster, port marketing, port organization and nature of ownerships.

The research also has its empirical part, as a case study of Amsterdam & Ijmuiden in Netherlands.

The research explains, the increasing power of the private sector participation in the public port , and sharing the foreign investments , the interest of public to ensure the efficiency of port operation and offering high quality of services, the intention towards port strategic planning which requires a constant focus on the need of the customers, strengthen the competitive advantages and increasing sustainability emerge from the development as tasks for the future, the worldwide concepts towards transformation from public sector to public-private partnership to the fully privatization ports.

1.9.4.4 Bahnasy (2001)

The research describes the role of Multi-model transport and their effects on these ports and logistics, and to dominate the local tariff of services in port to attract customer with access interest to transit trade.

The research describes also the ways of transformation of traditional ports into central axial logistics and their affects on the competitive advantages of Alexandria port in Egypt, by a comparative analytical study between other ports(Jabal Ali & Genoa)

The research investigates in the affects ,of the application of EDI and JIT system in Alexandria ports, on the multi-model transportation systems and their reflection on the port efficiency.

The research also describes the importance of the full coordination between the administrative procedures and their relations with the port's internal activities inside the port of Alexandria.

Previous studies discussion:

-The Palestinian studies were descriptive studies depending only on the secondary data , for reaching the conclusions and the recommendations, they did not used study tools as questionnaires or interviews except of the Abu-Hujair study which was applied based on questionnaire and interview . All of them have been done in universities outside Palestine.

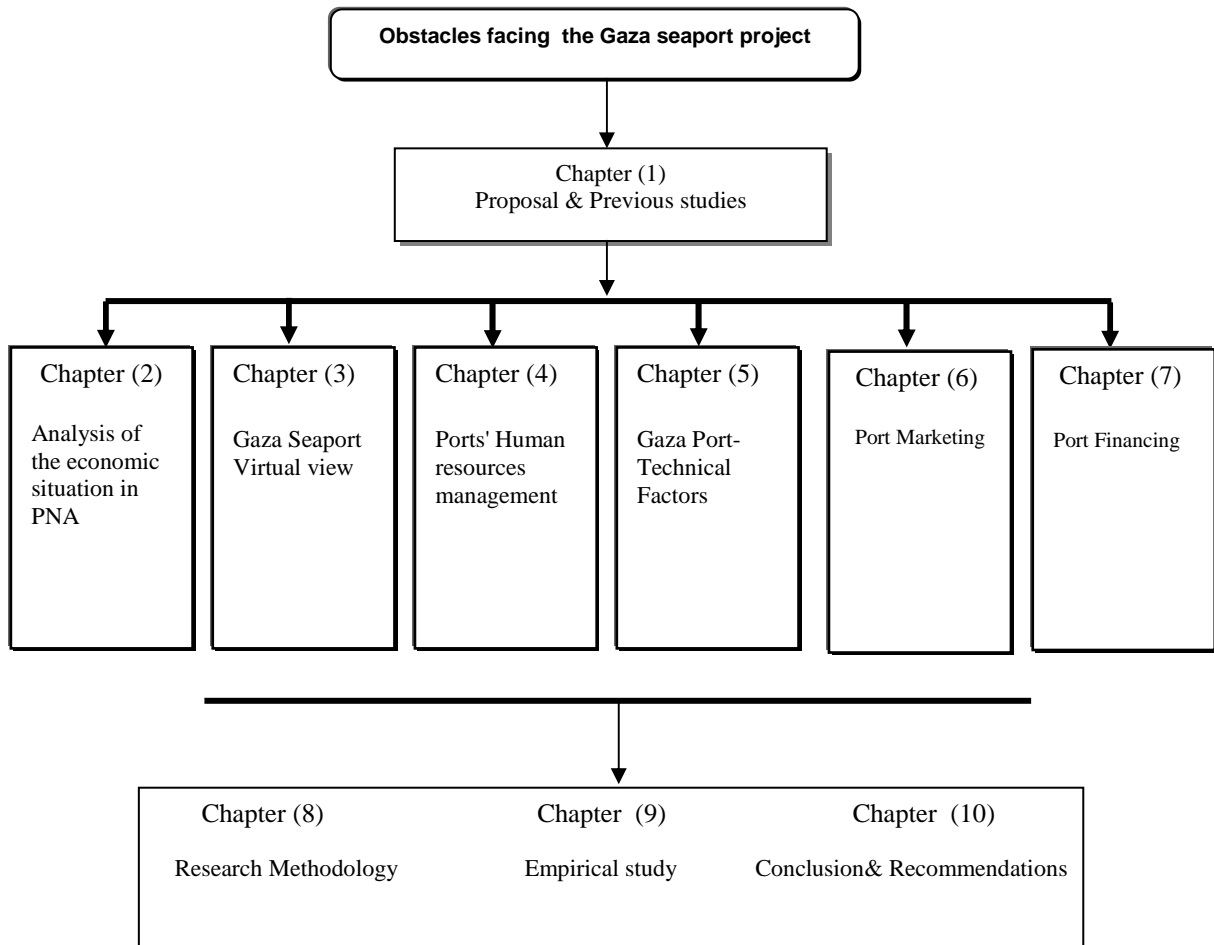
-The Israeli studies were made during the period 1984- 1992, and were focusing only on the optimistic scenarios for peace achievement between the Arab countries and Israeli, the researcher's point of view that those studies were made to serve political objectives during that period far from any objectivity .

- The foreign studies were made based on assumptions were valid during the time of their issuing , those studies may be need to be modified and some conclusions and recommendations needed to be Clearfield.

-The Arab studies, were applied for different Arab ports as Lattakia, Alexandria and others, the researcher used the obstacles were facing those ports and testified them in Gaza seaport.

The researcher tries to apply a study tools "Questionnaire" on all the expected obstacles facing the Gaza seaport, aims to reach the opinion of the Palestinian experts , decision makers and stockholders, for the first time in the Palestinian studies. The researcher tries to cover this specific gap, which seems to be a shortage is all the previous studies.

Figure 1.1 Dissertation's Chapters



Source: Conceptual by researcher

CHAPTER(2)

Analysis Of The Economic Situation In PNA

2.1 Introduction

This chapter presents a description of the current situation in Palestinian National Authority (PNA), and demonstrate the main indicators in order to give an overview of economic activity in PNA (Gaza & West Bank) as well as the region countries which will be directly affected by the construction of a port at Gaza. It is not meant to be comprehensive but is limited to the parameters which will be used directly for the economic and financial analysis to be included at the end of the present study.

Palestine is located in South-West Asia and is in the heart of the Middle East. To its north is Syria and Lebanon, to its south the Gulf of Aqaba and the Sinai Peninsula, and on its east is Jordan. Historic Palestine was once a land stretching from the Mediterranean coast east across the Jordan River, and from the Gulf of Aqaba north beyond the Sea of Galilee.

www.salaam.co.uk/themeofthemonth/may02,2006

The area of Palestine under the British mandate was 27,000 square kilometers, and the length of its borders, on the land and sea, is 949 km, 719 km of which are land borders and 230 km of which are sea borders. The Palestinian-Jordanian border is the longest land border for Palestine. It is about 360 km long, whereas the length of the border with Egypt is around 210 km, Lebanon is about 79 km and Syria is around 70 km. The Palestinian coast on the Mediterranean is about 224 km, and the length of the coast on the Gulf of Aqaba is only 6 km. (www.palestine-info.co.uk/am/publish/article_15.shtml , 2006).

The occupation of the West Bank & Gaza Strip (WBG) continued, but in different ways, although the peace treaty between Israel and the PLO in 1993, which led to the Oslo agreement and the Paris economic protocol in April 1994.

In general, the economy of the PNA is small, poorly developed, and highly dependent on Israel; at the same time, the land is limited, and there is large-scale unemployment(World Bank,2006).

2.2 World trade

There is a huge change occurred in the international organization of manufacturing which has led to the increasing dependency on the sea transportation day by day, especially in the period of globalization of trade and development and intermodal integration in business transactions that move goods from origin to destination (Isamel,2004).

These efforts are directed towards promoting trade and transport activities that, in turn, generate new revenue-making and value added business. As a result, ports are more and more turning into integrated transport centers and logistic platform for international trade (Juhel, 2001).

The increasing volume of cargo depends on (Coltof,2000) :

- 1) The globalization of the world economy, which contributes in reshaping transport networks and port development.
- 2) The trade liberalization and continue with the completion of Uruguay Round of the GATT and the established world trade organization (WTO) .

It is clearly evident to say that the increasing number and power of the private sector participation in the public ports industries is one of the outcome of the foreign money which has been invested by the private parties, which has strong effects on the modernization of port activities

2.3 - Gaza Strip and West Bank economic trends

Economic performance has been mixed over the last years. Gaza Strip and West Bank economy performed well in 1999 , the year 1999 selected as an ideal and the best indicator for Palestinian economy view, where the duration 2000-2007 considered as an extraordinary period because of the existing Intifada .

Some of the major challenges facing the economy are (Parsons, 2001) :

- The need to achieve high annual growth in order to raise living standard (GDP per capita) for a growing population.
- The need to develop and expand the export sector of the economy.
- The high rate of population growth, which for the foreseeable future will place Pressure on social services and infrastructure and generate a large annual net increase in the labor supply.
- The restrictions on movement of people and goods between the Gaza Strip and West Bank , which holds back economic integration of the two areas and raises costs in the economy

- The additional import and export costs arising from the transit process over Israeli ports.

The period since late-2000 has been characterized by extraordinary macroeconomic compression, declining incomes and high rates of unemployment and poverty in the Occupied Palestinian Territory. By 2005, after five years of crisis, the real value of output produced (GDP) was estimated to be about 9 per cent below its 1999 level as shown in Table 2.1 . unemployment averaged 24 per cent of the labor force—twice its pre-crisis rate—and deep poverty affected 22 per cent of Palestinian households—about twice its 1999 rate. By social scientific and historic measures, such conditions constitute prolonged socio-economic crisis. (UNRWA,2006)

Table 2.1 GDP indicator of PNA

Indicator	1995	1997	1999	2005*
GDP	3490.4	4011.9	4883.4	4443.9

Source: (PCBS,2003)

* Source: (UNRWA,2006)

Israel and most donors have introduced a number of measures in response to the outcome of the Palestinian elections and the formation of a new PNA Council of Ministers. In March,2006 Israel suspended transfer of tax revenue on Palestinian imports collected by Israel on behalf of the PNA. In 2005, this revenue source averaged around \$60 million per month, representing two thirds of total Palestinian public revenue. The Israeli authorities also announced that security checks on Palestinian borders would be further tightened, thus generating new pressures on Palestinian trade with and employment in Israel. In 2005, while total Palestinian goods and service trade flows were estimated at around \$4 billion, Palestinian employment in Israel and its settlements generated an estimated \$190 million of net factor income. In the meantime almost all traditional donors suspended budgetary support and development aid to the PNA, which totaled about \$800 million in 2005. Humanitarian and emergency assistance (\$400 million in 2005) continued in 2006, although a slowdown in delivery is anticipated. (UNCTAD, 2006).

According to the Palestinian Central Bureau of Statistics (PCBS), the total population of WBG was 3.762 million (PCBS,2005) and in Feb.2007 was 4.26 million. Another 3.738 refugees are living in neighboring Arab states(UN,2005). The annual Population growth rate in GS is 4 % per year, one of the highest in the developing countries. Approximately 59.8% of the population of GS was below the age of 15 years. This demographic profile will place pressure on labor markets, social services and infrastructure in the coming years (PCBS,2005).

The PCBS has published population projections for the Gaza Strip and West Bank, which show the total population almost doubling over the 20-year period from 2005 to 2025 Table 2.2. This has implications not only for demand for services and infrastructure but also implies significant growth in domestic consumption, which must be met either by local industry or imports.

Table2.2 Gaza Strip and West Bank Population Trend

(Millions)	Gaza Strip	West Bank	Total
2005	1.47	2.51	3.99
2007	1.62	2.73	4.36
2009	1.79	2.95	4.74
2015	2.24	3.52	5.76
2021	2.69	4.05	6.75
2025	2.99	4.41	7.40

Source: Palestinian Central Bureau of Statistics - **Medium Forecast**

This shortage in the main economic resources combined with the occupation restrictions caused serious economic problems, such as the small-scale nature of production and dependence on Israel, as well as a shortage of capital and raw materials, both before and after establishing the PNA. Despite marked improvements in the standard of living, and substantial international assistance, the GS remains one of the most impoverished, underdeveloped regions in the world (Roy, 1995).

Transportation between the WB and the GS also faces problems. Since the PNA does not control a passage between the two areas, the transport must pass over Israeli territory. There are a number of entry and exits points by air, sea and land, through which the Palestinians can import and export goods; all of them are controlled by the Israelis. The airports and seaports, the Gaza airport is closed since 2001, require the goods to be transported over Israeli territory in order to get there. Transportation costs increase much more by distance than can be justified.

Transporting goods to a third country that requires sea or air transport also increases the costs. Palestinian traders pay 10-20% more than Israeli traders, while it takes between 20% and 52% longer to process the goods for import and export by sea. Transportation by air is even worse, with 39% higher costs and 78% longer processing time (PCBS,2005), but the delay in time and cost these days are more than statistics, which increased to 10 times than their normal value .

Transportation costs for international trade are high to and from Palestine. It is noteworthy that transportation costs to Israel are relatively cheap. Israel is the biggest trade partner of the

PNA, with over 95% of all exports (PCBS, 2006).

The unemployment rate had been very low and almost constant at between 1% and 2% until the mid-1980s. By December 1993, after the closure of the WBG, unemployment stood at about 55% (Roy, 1995). Unemployment continued to increase after 1993 after the establishment of the PNA. The main reason for that is the decline in the number of workers allowed entering the Israeli labour market and the returnees from the Arab Gulf States after the War. The unemployment rate was 31% (PCBS, 2005) and 21.1% (PCBS, Jan., 2007).

However, these estimates for unemployment are provisional, due to the frequent closure of the Palestinian areas.

2.4 Foreign Trade of the Gaza Strip and West Bank

Foreign trade is considered one of the basic support in national economy. This applies both to developed and developing countries. The establishment of foreign trade relations among countries is attributed to two major reasons (Roy, 1995) :

- Country's inability to achieve self-sufficiency. That is, countries find it very difficult to meet their needs depending on their own local resources given the many needs of man, and the variation in countries' potentials available to meet those needs as well as individuals' different desires and tastes.

- The gains, benefits and advantages resulting from the international trade. The country export goods, which enjoy competitiveness in international markets and imports relatively scarce goods, thus allowing the country to achieve two advantages at the same time. First, it sells surplus products, and second it obtains goods by importing them from foreign markets at relatively lower cost than locally produced

Globalization of the trade and development of larger trade areas have lead to shipping and intermodal alliances to handle the global nature of the supply chain. The intermodal integration of distribution activities is consequently utilized of facilitate business transaction that move goods from origin to destination (Juhel, 2001).

According to the (PCBS, 2005), the WBG is a highly import dependent economy with an import ratio of 57 percent (imports as a percent of GDP). When looking at exports, the WBG with an export ratio of just 9.5 percent (exports as a percent of GDP), which is one of the lowest export ratios in the region.

Table 2.3 shows the total import and export in (US\$ million) The value of imports grew by 30% and the value of exports by 33 % between 1996 and 2002. The Gaza Strip accounted for approximately 31 percent of import value and 11 percent of export value (PCBS,2004).

Israel is the dominant trade partner of Palestine because of the role of Israel in the WBG over the past 30 years and the customs union arrangement agreed in 1994. The customs union gives Israel preferential access to the markets of the WBG and vice versa for Palestinian exporters.

Table 2.3 Total import and export in WBG in (US\$ million)

US\$ million	1996(1)	1997(1)	1998(1)	1999*	2000*	2001*
Total Imports (US\$ million)	2,016.3	2,238.6	2,375.1	2,761	2,406	2,613
Total Exports (US\$ million)	339.5	382.4	394.9	615	591	451

1)PCBS advises that the above numbers should be used cautiously as they are compiled from various different statistical sources.

Source :PCBS

* Estimated by MAS based on data issued by PCBS.

Israel absorbs the majority of Palestinian exports. The requirement to transit Israel with the additional costs that this imposes and the long dependence on the Israeli market has made it extremely difficult for Palestinian exporters to develop new markets. The official trade statistics show that Israel takes over 90 percent of Palestinian exports (measured in US dollars), although Israel's actual share is probably under 90 percent because some Palestinian products (for example, agricultural products from the Gaza Strip) are re-exported to other countries via Israeli marketing channels. The value of Palestinian imports rose from \$25.84 million in 1971 to \$2375.1 million in 1998. In 1971, export represented 53.4% of value of imports while in 1998; the export did not exceed 16.6% of the import's value. There is an excessive concentration of exports with one partner, almost restricted to Israel. of their total exports in 1998, the Palestinians exported 96.62% of their products to Israel (MAS, 2000).

Access to alternative export channels would allow Palestinian exporters to take full advantage of trade agreements that allow preferential access for Palestinian products to markets in the European Union (under a 1997 agreement), the United States (1996). The Palestinian Authority has also concluded trade agreements with other countries including Jordan, which provide the opportunity for Palestinian exporters to diversify from the Israeli market. bearing on the development of export (and import) trade. This is particularly important for the export sector, which is unable to compete for and take advantage of

international market opportunities because of the difficulty in moving cargo through Israel(Al-Awoor,2005).

According to the world bank, 2006, Raw materials constitute the largest cost in many sectors. Large Palestinian producers import directly and distribute to smaller producers. Although this avoids the costs of Israeli middlemen, the delays and uncertainty associated with the closures significantly increase the cost of imported raw materials, and these costs are increasing. According to estimates of the world bank, the cost of a container 40ft HC from the port of Ashdod to Gaza before the Intifada was about \$350-400 , whereas today it can cost as much as \$2,000- 4500 according to the difficulties in the movement in "Karni" checkpoint . The Israeli closure regime also increases the cost of final Palestinian products sold in Israel. Today it costs around \$1,100 to ship a truck load from Gaza to Tel Aviv, compared to about \$160 before the Intifada". Because of the difficulty of importing goods and the uncertainty around clearing goods into Gaza, firms import only a few times a year. Thus, they are forced to hold large stocks of raw materials, which strain their ability to finance operations.

Because the Palestinian economy is essentially part of the Israeli economy, it faces a similar cost structure. Whereas average labor costs are only about 60 percent of the cost in Israel, they are much higher than in neighboring countries as shown in table 2.4, and countries that produce the goods with which most Palestinian industry competes. This places a particular load on labor-intensive industries .Despite unemployment rates that currently run at a high of 24 percent, Palestinian wages remain more than double those of Jordan and around three times those in Egypt for similar workers. High wages continue for a number of reasons, including opportunities to work in Israel or settlements and high public sector wages and high Utility Costs, where the cost of utilities in Palestine is among the most expensive in the world(World Bank, 2006)

The high wages in PNA considered a big challenge for the construction and operation companies attended in the establishment of Gaza seaport in the future.

Table 2.4: Average hourly wage for semiskilled worker (USD)

Country	West Bank	Gaza	Israel	Egypt	Turkey	Jordan	China
Wage (USD)	1.75	1.20	9.81	0.82	2.88	1.0	0.48

Source: World Bank Estimates and Werner International September 2006

CHAPTER(3)

GAZA SEAPORT- VIRTUAL VIEW

3.1 Introduction

Nearly 85% of all the cargo transported between countries goes by sea (APEC, 1996). 45% of the total cargo was crude oil and other liquid bulk cargoes, while dry cargoes made up the remaining 55%. Of the latter, the five major bulk cargoes (iron, coal, grains, phosphates and bauxite/alumina) accounted for 23% of total cargoes, the minor bulk (e.g. timber, steel, sand and gravel) represents 17% of the total cargoes (Abu-Hujair, 1998).

The PNA desires that the port be developed, designed and managed with maximum participation of the private sector. The intent is for the PA to maintain regulatory authority over the port, with day-to-day operations managed by the private sector either on a concession basis or under a management contract arrangement. The preferred method of operation would be the "landlord" model, with the PNA retaining ownership of the port's real estate and the private sector being responsible for port management and operation

(Parsons, 2001) :

Project development planning of Gaza Port has been ongoing for several years. The governments of Holland and France have committed grants and the European Bank has extended a loan to the PA for the initial phase of port development. A construction contract was signed in July, 2000, with construction scheduled to be completed in August, 2002. The contractor is the European Gaza Development Group (EGDG), a construction consortium consisting of spie battignolles of France and Ballast Nedham of Holland.

In July, 2000 the Palestinian Authority signed a contract with EGDG for construction of Sub phase IA (Details in Chapter 4) offshore facilities, which calls for completion of construction in August, 2002. The contractor started mobilizing soon after the contract was signed, but all construction activities were discontinued after the political situation deteriorated at the end of September, 2000.

Historically, ports have acted as the interface between national or regional economies and the rest of the world. In the past, people shipped increasingly high value freight, and, almost always, bulk commodities were dependent on sea port gateways. Under these circumstances, efficient and low cost transportation linking port and internal production centers was critical to economic development. The draw of sea port

gateways was enormous, and over time, heavy-duty manufacturing export-oriented industry and raw material processing centers settled in close proximity to ports. Consequently, efficient and low cost transportation is especially important for low-value cargo handling bulk cargo, high-value cargo can bear more better any related costs. Port, large or small, both in industrialized and developing countries develop prosper by reason of their contribution to the influences of trading dynamic features, requiring a lot of attention by an equally large number of different disciplines, all needful of integration. (Captian, 1978).

3.2 History of Gaza Port

Gaza port historical estate, before 1948 and to 1967 Gaza seaport was one of the important Seaports in Palestine. Haifa Seaport was the mother seaport in Palestine, associated by three seaports "Gaza, Akaa and Java". Gaza seaport in the past used to handle the import and export operation for Gaza strip and south of Palestine and used to serve the trade for Jordan and Iraq. Nowadays, Gaza seaport is the only marine window for the Palestine territories in WBG. Gaza seaport is considering as one of the major important projects for the national economy in Palestine, instead of export and import via the neighbor countries, or from the land ports. In fact it's the corner stone for improving the economic development for Palestine. At the present, WBG are totally depended on Israel for import and export operations, therefore there is a strong need to establish a new Seaport in Gaza to liberate the import and export operations from the Israeli restrictions and obstacles. (AL-Awoor,2005)

3.3 Seaports

Seaports are areas where there are facilities for berthing or anchoring ships where there is the equipment for the transfer of goods from ship to shore or ship(Robnson,2002).

Over 82% of world trade in tons and 94% of world trade (international trade) in tons-kilometers are moved by shipping, and thereby through ports. Ports handled nearly 3.6 billion tons of international trade out of a total of 4.4 billion tons of total cargo in international trade in 1982, and reached to 7.1 billion tons of goods in 2005 (UNCTAD,2006).

-Some important facts and issue affecting ports are (Frankel,1987):

- Port investment continues to grow , which is larger than worldwide investment in ships.
- Shipping investments are increasingly in higher technology .

- Port turnaround efficiency is important because capital intensity of ports and shipping is increasing and more effective utilization of capital assets is necessary.
- The technology and capacity of ports has an increasing influence on the volume of trade.
- The capacity of ports is determined by the overall throughput and transfer capacity of a port, as well as by the volume of ship traffic that can be handled
- Ports have become complex intermodal transfer and processing facilities that must respond quickly and efficiently to change in trade, volume, form, and type of commodities traded, modal technology, operating procedures, and more.
- Ports and shipping are increasingly used as instruments of national economic and political or strategic policy (government, trading firms, multinationals, etc...)
- Ownership and control of shipping and port terminals is more and more concentrated.

A sea port has been defined as a terminal and an area within ships are loaded with and/or discharged of cargo and includes the usual places where ships wait for their turn or are ordered or obliged to wait for their turn no matter the distance from that area (Branch, 1987). Or "shelter for ships" in its simplest fashion therefore (Captian,1978) .

The oxford dictionary refers to a "port" as a "harbor" and the harbor as a place a port can be any point or place where facilities are available for a ship to tie up and "carry out" its business.

3.3.1 Modern ports are recognized as (Alderton, 1999):

- Distribution centre.
- Industrial zone and energy supply base.
- Trading centre - attracting banks, brokers and traders.
- Urbanization and city redevelopment centre.
- Life activity base - this is particularly the case for the smaller rural ports.
- Maritime leisure base - yacht marinas, dockside recreation facilities.

3.3.2 Operational Definitions: (Alderton, 1999).

- **Port:** A town with a harbor and facilities for a ship/shore interface and Customs facilities.
- **Harbor:** A shelter, either natural or artificial, for ships.
- **Dock:** An artificially constructed shelter for shipping.-
- **Breakwater or Mole :** A long solid structure, built on the seaward side of the Harbor, for protection against the weather, rough seas and swell.
- **Wharf:** A structure built along the shore where vessels can berth alongside.

- **Stevedore:** A person employed in moving the cargo on or off the ship. This is again a term with many local variations. See figure 3.1

3.3.3 Legal Definitions:

- **Port:** Means an area within which ships are loaded with and/or discharged of cargo and includes the usual places where ships wait for their turn or are ordered or obliged to wait for their turn no matter the distance from that area.

- **Safe Port:** Means a port which, during the relevant period of time, the ship can reach, enter, remain at and depart from without, in the absence of some abnormal occurrence, being exposed to danger which cannot be avoided by good navigation and seamanship.

- **Berth:** Means the specific place where the ship is to load and/or discharge.

- **Roll on/ Roll off (Ro-Ro):** It is the link span ramp, allowing for bow or stern entry into the vessel by vehicular traffic.

3.4 The Importance of Ports

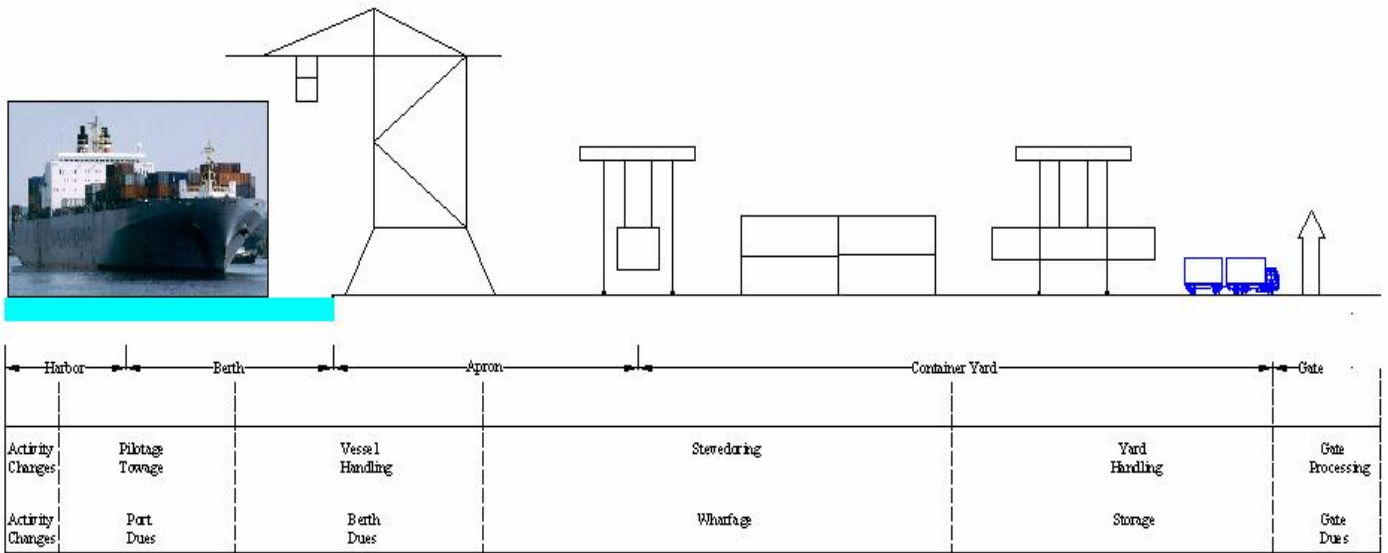
Ports should be considered as one of the most vital aspects of a national transport infrastructure. For most trading nations they are (Alderton,1999) :

- The main transport link with their trading partners and thus a focal point for motorways and railway systems.

- A major economic multiplier for the nation's prosperity. Not only is a port a for trade but most ports attract commercial infrastructure in the form of banks, agencies, etc., as well as industrial activity.

The world's ports unloaded more than 7.1 billion tons of goods involved in seaborne trade in 2005, which has been growing at an average rate of over 4.2 percent per year for the past quarter century. Such growth in trade has mainly been on the backs of developing economies whose share of global seaborne trade has increased from 16.4 percent since 1970 to more than 30.4 percent in 2005 (UNCTAD, 2006).

Figure 3.1 Port's layout & Location



Source: World Bank, 2006

CHAPTER(4)

Ports' Human Resources Management

This Chapter contains informative material on port's human resources management intended to provide some guidance to the Seaport Authority as it goes through the learning process, Since the Authority desires that Gaza Port be developed and operated with maximum private sector participation.

Management today has been created and established, and it is essential to become familiar with the signs in the process, each of which tell the philosophy, value structure, beliefs, and most importantly, the dominant assumption which were held by scholars, theorists, developers, trainers, and practitioners at different points in time (Analoui,1998).

Bedeian (1989) defines management as a process, "of achieving desired results through efficient utilization of human and material resources". In the same way, Armstrong (1994) defines management as " deciding what to do and then getting it done through the effective use of resources". The purpose of management is to achieve results (Lewis and Kelly,1989).

The functions of port management are to plan, organize, and control port operational by coordinating the use of various resources of the port system in the performance of port services (Frankel, 1987).

4.1 Human Resources Development

The term " Human Resource Development " (HRD) was first used by Professor Leonard Nadler of Gorge Washington University. He defines HRD as the provision of "organized learning experiences in a specified period of time, for the possibility of improving performance or the general growth of individuals" .There are three activity areas within HRD, namely training, education and development.

Training is defined as " learning related to the present job of the learner" (PSA,1997). Training is necessary to achieve improvements in work performance and productivity, particularly when organizations invest in new equipment, introduce new work procedures or re-design the workplace.

Education is defined as "Learning related to the future job of the learner". It is concerned with preparing people for new jobs which may arise from the introduction of new technology. It is important to recognize that immediate productivity cannot be expected when education is used as a HRD intervention (PSA,1997).

Development is defined as " learning that is not job-related". Although there may be some indirect benefits, development is not directly related to productivity. Hence it will be prudent to exclude development as a means of achieving productivity improvement (PSA, 1997).

Perhaps the most important resource available to those in charge of ports is their workforce, but it is probably the most difficult one to master. This may be particularly true in the case of Gaza Port, which has no human resources history.

This concept embraces the functional activities of planning, management and appraisal of the Authority's performance. Planning here means anticipating the Authority's manpower requirements under conditions where forecasts of traffic volume several year ahead are unreliable(Frankel,1987).

The planning of manpower requirements for Gaza Port will be therefore a difficult exercise, particularly in the initial stages. It is very likely that many employees will necessarily have to be transferred several times during the course of their career, with a consequent need for retraining(Parsons,2001).

Since Previous Studies recommended Gaza Port will be operating as a landlord port, So operations will be performed by a private terminal operator. To that extent development and training of port operation personnel will not be required. The focus will be on development of human resources needed to perform the functions for which the Port Authority will be responsible. These include mainly (Sofermer,1996):

- Port director and managers of the Port Authority's functional departments;
- The financial and accounting staff
- Marine services personnel, including tug operators and sea pilots
- Planning and Engineering staff, including maintenance personnel
- Marketing and Sales managers

4.2 Seaport Authority Management and Organization

In considering what model of management and organization would be best suited for Gaza Port, it was assumed that the port will perform the role of a landlord port as defined before, It was also taken into consideration that the Seaport Authority is a new organization and that it will function within the framework established for it by the Palestinian Authority. Conceptually, strategic decisions at ports are made at the Port Director's level. Innovative decisions may be made by Director of Research, Navigation, Sales and Operations, while routine decision may involve planning, logistics, human resources, databank and

environment. Understanding of the differences inherent in the levels at which decision are made greatly facilitates the establishment of policies needed to define the nature of specific roles of individuals involved in port management (UNCTAD, 2006).

4.3 Monitoring of Performance

One of the principal features of modern port management is the "feedback" function, which enables management to be continuously improved. Examination and diagnosis of management is an effective tool as it makes possible self-adjustment and self-development of the management process. Management examination and diagnosis are generally carried out on the basis of port statistics, which are collected in each unit of the organization. A good statistical system is a prerequisite for the examination and diagnosis of the state of health of a port or port enterprise. At Gaza Port, at least initially, the feedback function will have to be performed by outside consultants until own capabilities are developed (Parsons, 2001).

4.4 Risks from Investor's Perspective

The central government and the seaport authority understand the importance of the risk facing the investors, and may this good understand, make them to offer facilities to attract potential investors.

In broad terms, risks associated with investments in port projects can be grouped into (a) risks arising from a given country's policies, laws and regulations, and (b) risks that are project-related. Risks of the first type are primarily political, monetary and legal, while those of the second type are largely commercial, planning, construction and operating risks.

To obtain insight into potential risks associated with investments in ports in foreign countries, the potential investor will first analyze the country's economic climate and its policy with respect to ports(Robinson,2002).

Identification and assessment of political, monetary and legal risks associated with investments in port projects is of great importance to the investor. Risks vary from country to country.

4.5 Port Policy

Alderton (1999) states that Port Policy is " Policy is a course of action adopted for the sake of expediency to achieve a certain goal or offset a danger". He indicated three main ports, which identify the port policy:

(1) A port is a major national interface between a country and outside world and as such is a vital element in the national economy.

(2) A port can not exist in a vacuum. It should be the focal point of a national transport system. It will attract industries and become an area of commercial and administrative activities.

(3) As ports evolve they will tend to retreat from their old city center sites to new "out of town" locations. This means that for older ports real estate development in high-cost city center sites becomes an important and often activity.

4.5.1 Port Reform

A keen difference in port operations should be made between (a) **general port services**, such as navigational aid and safety systems, locks and dredging channels, for which often joint costs exist and for which a common use must be guaranteed, and (b) **specific port services**, like pilotage, towage, berthing, cargo-handling and warehousing, form which cost providing these services can easily be covered by the revenues from appropriately fixed charges (Notteboom & Winkelmanns, 2001).

Generally, the benefits the main stakeholders can expect from port reform include(World Bank,2006) :

- **Governments:** At the macroeconomic level, improvement of external trade competitiveness by reducing transport costs, particularly the cost of port services, and improving port efficiency at the sea/land interface; at the microeconomic level, easing the financial burden on national budgets by transferring part of port investments and operating costs to the private sector, and incidentally, raising revenues from asset divestitures .
- **Transport and terminal operators:** More cost-effective port operations and services, allowing for more efficient use of transport assets and better competitive positions in transport markets, and more business opportunities in growing sectors (for example, container operations).
- **Shippers, exporters, and importers:** Reduced port costs and, potentially, lower maritime freight rates, allowing lower costs of imported goods and intermediate products and enhanced competitiveness for exports.
- **Consumers:** Lower prices for consumer goods and better access to a wider range of products through improved access and increased competition between suppliers.

Port reform including:

4.5.1.1 Reform the role of the National port authority

(Notteboom & Winkelmanns, 2001) Mentioned that, In the past, bank lending operations have often encouraged the establishment of autonomous national port authorities, which were judged to be the most appropriate form of administration during periods of heavy port investments. The current belief is that the role of a national port authority should be reduced to a few major tasks related to the public interest in one hand such as security, safety, environment, basic infrastructure, etc. On the other hand to give the opportunity to the private sector for further investment and operation of the port activities without affecting the public interests. Appropriate task, such as: (a) to provide finance for basic infrastructure components and attract private financing of operational facilities; to coordinate port investments to avoid wasting limited resources to ensure that sufficient capacity exists to meet the national levels trade needs; (b) to guarantee an adequate quality of service such as physical and operational integration of the sea and land connection; (c) to exert some control over pricing of port services (to ensure government services a return on its investments and port profit levels are not excessive); (d) to act as the body representing the ports industry in discussions with Government, port users and public; and (e) to ensure safety conditions in port and navigation activities, and to monitor the environment protection policy.

4.5.1.2 The Role Of The Local Port Authority

At the local level, the first major step in reform is to establish the port as if it were a commercial enterprise. The port enterprise, which is created needs to be carefully structured, balanced and it must be responsible for its actions.

Essential elements are the freedom to recruit staff at competitive salaries and the existence of responsible financial management and accounting practices. The second face is to divide port function into a number of areas—safety, security and environment; investment and maintenance of **infrastructure** (berths, breakwaters, channels, locks, etc.); **superstructure investment** and maintenance (workshops, equipment, lighting, etc.) **port operations** (cargo handling, berthing, etc); and **pricing** to retain in the public sector only those area necessary to ensure safe functioning of the port (Notteboom & Winkelmanns, 2001).

4.5.1.3 The Role of The Private Sector.

The apparent superior efficiency of private sector operation (stevedoring) has to do with constraints imposed on public sector port through long established rules, traditions and practices. Since most ports monopolies simply transfer their activities to private enterprise

without carefully designed, appropriate regulations could easily be against the public interest. Therefore from my point of view protecting public interest from the private monopoly can be through the deregulation of actual port policy. However, it is probably easier to control private sector to operate efficiently. Where the private sector is being introduced for the first time, caution is advised in preparing the lease or operating agreement for negotiation or bidding with potential operators while private monopolies should be avoided (World Bank, 2006).

4.6 Port Authority

4.6.1 Port Authority Functions

Ports usually have a governing body referred to as the port authority, port management, or port administration. Port authority is used widely to indicate any of these three terms.

The term "port Authority" has been defined in various ways. In 1977 a Commission of the European Union(EU) defined a Port Authority as, Figure 4.1, 4.2 "State Municipal, public or private body, which is largely responsible for the tasks of construction, administration and sometimes the operation of port facilities and, in certain circumstances, for security".

The United Nations Conference on Trade and Development (UNCTAD) Handbook for Port Planners in Developing Countries lists the statutory powers of a national port authority as follows (on the assumption that operational decisions will be taken locally):

- Investment : Power to approve proposals for port investments in amounts above a certain figure. The criterion for approval would be that the proposal was broadly in accordance with a national plan, which the authority would maintain.
- Financial policy : Power to set common financial objectives for ports (for example, required return on investment defined on a common basis), with a common policy on what infrastructure will be funded centrally versus locally, and advising the government on loan applications.
- Tariff policy : Power to regulate rates and charges as required to protect the public interest.
- Labor policy : Power to set common recruitment standards, a common wage structure, and common qualifications for promotion; and the power to approve common labor union procedures.
- Licensing: When appropriate, power to establish principles for licensing of port employees or agents.

- Information and research : Power to collect, collate, analyze, and disseminate statistical information on port activity for general use, and to sponsor research into port matters as required.

- Legal : Power to act as legal advisor to local port authorities. Increasingly, central governments implement seaport policies through the allocation of resources rather than through the exercise of wide-ranging regulatory powers. While central governments should pursue macroeconomic objectives through an active seaport policy, port authority objectives should be more narrowly focused on port finances and operations.

4.6.2 Port Administration Models

A number of factors influence the way ports are organized, structured, and managed, including:

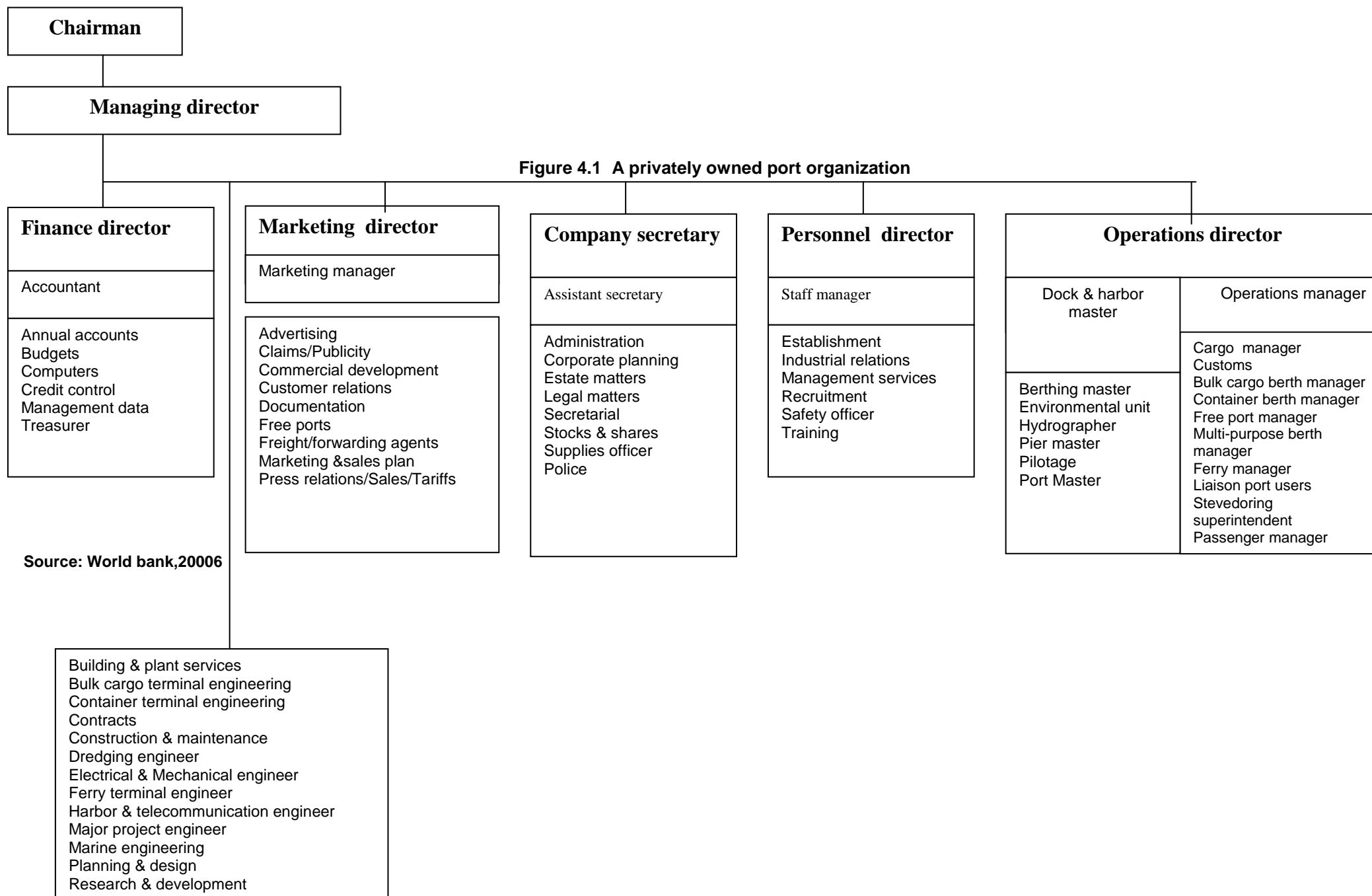
- The socioeconomic structure of a country (market economy, open borders).
- Historical developments (for example, former colonial structure).
- Location of the port (urban area or in isolated regions).
- Types of cargoes handled (liquid and dry bulk, general cargo, or containers).

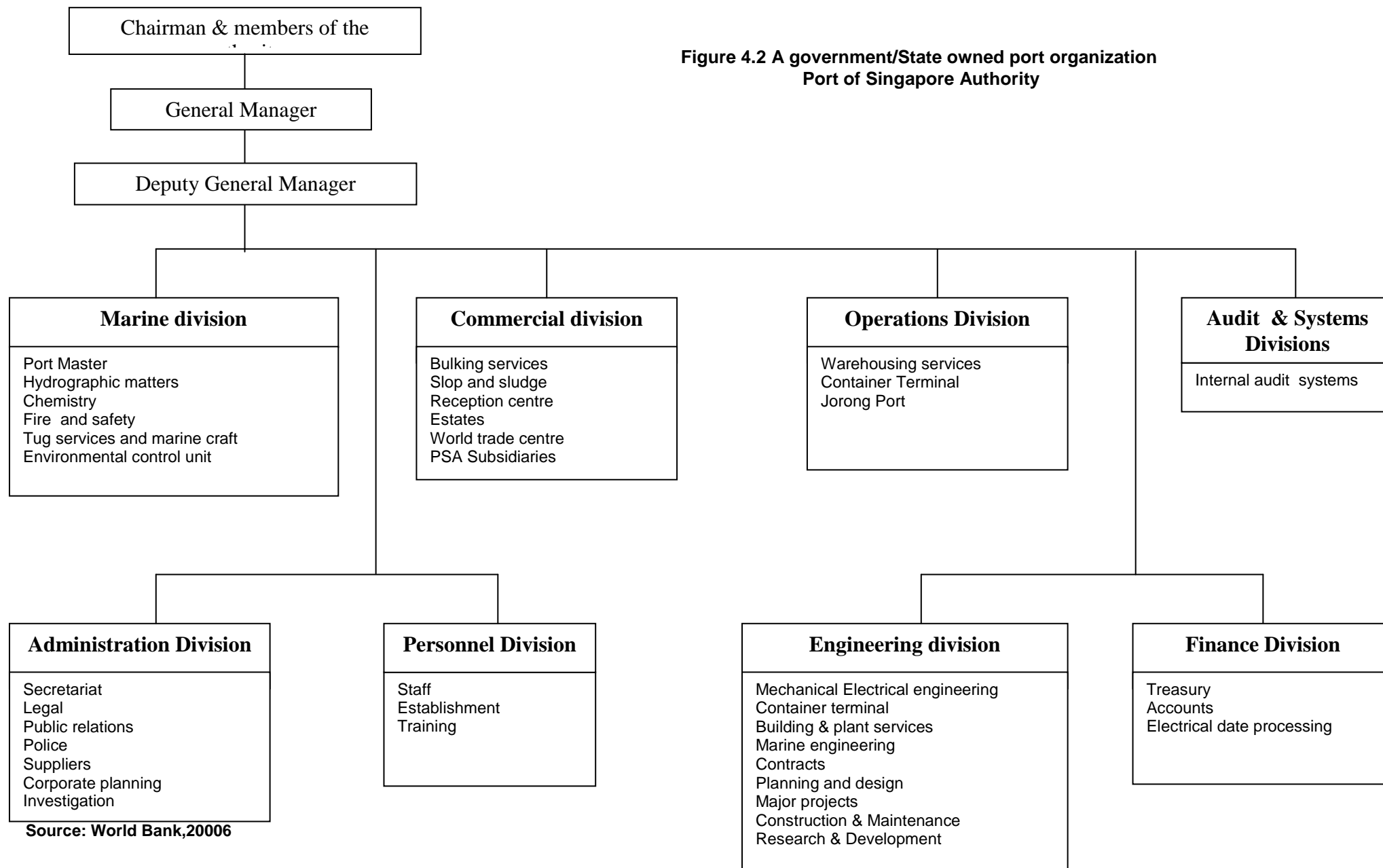
Four main categories of ports have emerged over time, and they can be classified into four main models:

The public service port, the tool port, the landlord port, and the fully privatized port or private service port.

These models are distinguished by how they differ with respect for such characteristics as:

- Public, private, or mixed provision of service.
- Local, regional, or global orientation.
- Ownership of infrastructure (including port land).
- Ownership of superstructure and equipment (world bank, 2006).





**Figure 4.2 A government/State owned port organization
 Port of Singapore Authority**

Source: World Bank,20006

4.6.2.1 Tool Port

Whereby the port authority provides both the infrastructure and the superstructure, the employees (e.g. stevedores) may be privately employed. From the state point of view this model can be attractive as they have less variable costs to consider and can pass the often difficult task of dealing with the human factor to the private sector. However it is not always ideal as operations when split in this manner can lead to problems, for example, conflicts of interest, whereby the quay-wall and cranes are publicly operated and the workers on shore and ship are privately employed(UNCTAD,2005).

Consequently, the nature of the problem to be expected is the conflict between the public and private interest especially the level of productivity of different firms for example the crane drivers does he going to satisfied the public or the private interests for how many move per hour, the maintenance of the equipment's, etc.. In this model port land is still in public ownership and regulatory activities are also the responsibility of the public sector. Several examples can be found in North America and European ports, in which terminals are generally leased to the private operators (Ismael, 2004).

4.6.2.2 Landlord Port

Landlord is one of the most fashionable forms of port ownership today. In this model, the private sector is dominant, with the public sector via the port authority retaining only control of regulatory matters, single-user bulk oil, coal, ore, and arrangement terminals often correspond to this model. Furthermore, (State, Province or Municipality) owns the infrastructure and the sea approaches; the tenant provides the superstructure while leasing the infrastructure from the Landlord. Prominent examples include Rotterdam, Amsterdam, Yokohama and Hamburg(UNCTAD,2006).

The state under such a system will generally play a major regulatory role in terms of controlling negative externalities, and safeguarding the public interest such as socio/macro-economic outcome, safety, environment, security, etc.. A key advantage of municipal control over national, is that the port operation can best reflect local conditions and can offer greater flexibility than central government or regional control(World Bank,2006).

4.6.2.3 Private Port

Where in all the last three models the elements of regulatory, landowner, and operation-become the responsibility of the private sectors, the regulatory duties in this model can not be transferred to a private body. They are indivisible right of the government. Private

port as the other models of port organization is characterized by a decreasing influence of the public sector, reserving the role of the public side to question of planning, safety, land management or the provision of a corresponding infrastructure(UNCTAD,2006).

Finally, port becomes as private enterprises with managerial decision-making purely based upon economic considerations as a normal business without any public influence whatsoever, besides from constraints associated with public policies such as environment, regional / territorial planning or connection of these ports to land networks. This type of port model that is fully privatizing identity can be found in UK such as Liverpool, Felixstow. Table 4.1, 4.2 show the main element of the four port models. Port will very often exhibit a more complex mix of public and private sector roles and responsibilities and this requires closer analysis(World Bank,2006) .

Table(4.1) The main element of the four port models

Port Model	Port regulator infrastructure	Port landowner superstructure	Port operator	Other function
Service port	Public	Public	Public	Majority public
Tool port	Public	Public	Private	Public/Private
Landlord port	Public	Private	Private	Public/Private
Private port	Private	Private	Private	Majority Private

Source: (Alderton, 1999)

Table(4.2) Port Authority Responsibilities

Port Type	Infrastructure	Superstructure	Stevedoring
Landlord	Yes	No	No
Tool	Yes	Yes	No
Service	Yes	Yes	yes

Source: (Alderton, 1999)

4.6.2.4 Fully Privatized Ports

Fully privatized ports (which often take the form of a private service port) are few in number, and can be found mainly in the United Kingdom (U.K.) and New Zealand.

Full privatization is considered by many as an extreme form of port reform. It suggests that the state no longer has any meaningful involvement or public policy interest in the port sector. In fully privatized ports, port land is privately owned, unlike the situation in other port management models. This requires the transfer of ownership of such land from the public to the private sector. In addition, along with the sale of port land to private interests, some governments may simultaneously transfer the regulatory functions to private successor companies. In the absence of a port regulator in the U.K., for example, privatized ports are essentially self-regulating(Ismael,2004).

The risk in this type of arrangement is that port land can be sold or resold for nonport activities, thereby making it impossible to reclaim for its original maritime use. Moreover,

there is also the possibility of land speculation, especially when port land is in or near a major city. Furthermore, sale of land to private ports may also sometimes raise a national security issue. Strengths and Weaknesses of Port Management Models shown in Table 4.3 (World Bank, 2006).

4.6.3 Port Authority and Privatization

Privatization may be defined as the transfer of a function and activity, or an organization from the public to the private sector, where Dieter Boss defines privatization, “Privatization is the partial or total transfer of an enterprise from public to private ownership. As such, it is precise reverse of nationalization (Boss, 1991).

Port Authorities are likely to have a major role to play in the development of an effective cooperation between interested public and private players, which will be required to make it possible to achieve the expected benefits of integrated transport and logistic operations.

The objectives of port privatization change according to the parties involved in the port sector. These objectives can be illustrated in table 4.4 (UNCTAD, 2006).

In the case of Gaza Port, it is recommended that for the initial phase (Subphase IA) the Gaza Seaport Authority should grant a 3 to 5 year concession for operation of the port by a private operator. The Authority would retain ownership of the infrastructure and the operator would provide cargo-handling equipment and perform all terminal operations. The Authority would also provide pilotage and navigation service, tugs, and perform maintenance dredging. For future expansion of Gaza Port, in particular in the case of specialized bulk and container terminals, the BOT model would appear to be most appropriate. Under this model the Authority would leave it to private sector enterprises to construct and operate facilities under 25 to 50 year long-term contracts, at the end of which the facilities would be turned over to the Authority (Parsons, 2001).

4.6.4 Roles of a Transport Ministry

The ministry of transport typically performs a variety of functions at a national level. With respect to coastline and port issues, the main tasks and responsibilities of the ministry can be summarized as follows (World Bank, 2006):

- **Policy making:** The ministry develops transport and port policies related to Planning and development of a basic maritime infrastructure, including coastline defenses (shore

protection), port entrances, lighthouses and aids to navigation, and navigable sea routes and canals.

- Planning and development of existing and new port areas (location, function, or type of management).
- Planning and development of port hinterland connections (roads, railways, territorial waterways, and pipelines).
- Legislation: The ministry drafts and implements transport and port laws, national regulations, and decrees. It is responsible for incorporating relevant elements of international conventions for safety and preventive pollution .

Table 4.3: Strengths and Weaknesses of Port Management Models

<p>Public Service Port</p> <p>Strength:</p> <ul style="list-style-type: none"> • Superstructure development and cargo handling operations are the responsibility of the same organization (unity of command). <p>Weaknesses:</p> <ul style="list-style-type: none"> • There is no role or only a limited role for the private sector in cargo handling operations. • There is less problem solving capability and flexibility in case of labor problems, since the port administration also is the major employer of port labor. • There is lack of internal competition, leading to inefficiency. • Wasteful use of resources and underinvestment as a result of government interference and dependence on government budget. • Operations are not user or market oriented. • Lack of innovation. • No or limited access to public funds for basic infrastructure. <p>Tool Port</p> <p>Strength:</p> <ul style="list-style-type: none"> • Investments in port infrastructure and equipment (particularly ship/shore equipment) are decided and provided by the public sector , thus avoiding duplication of facilities. <p>Weaknesses:</p> <ul style="list-style-type: none"> • The port administration and private enterprise jointly share the cargo handling services (split operation), leading to conflicting situations. • Private operators do not own major equipment, therefore they tend to function as labor pools and do not develop into firms with strong balance sheets. This causes instability and limits future expansion of their companies • Risk of underinvestment. • Lack of innovation. 	<p>Landlord Port</p> <p>Strengths:</p> <ul style="list-style-type: none"> • A single entity (the private sector) executes cargo handling operations and owns and operates cargo handling equipment. The terminal operators are more loyal to the port and more likely to make needed investments as consequence of their long-term contracts • Private terminal handling companies generally are better able to cope with market Requirements. <p>Weaknesses:</p> <ul style="list-style-type: none"> • Risk of overcapacity as a result of pressure from various private operators. • Risk of misjudging the proper timing of capacity additions. <p>Fully Privatized Port</p> <p>Strengths:</p> <ul style="list-style-type: none"> • Maximum flexibility with respect to investments and port operations. • No direct government interference. • Ownership of port land enables market-oriented port development and tariff policies. • In case of redevelopment, private operator probably realizes a high price for the sale of port land. • The often strategic location of port land may enable the private operator to broaden its scope of activities. <p>Weaknesses:</p> <ul style="list-style-type: none"> • Government may need to create a port regulator to control monopolistic behavior. • The government (national, regional, or local) loses its ability to execute a long-term economic development policy with respect to the port business. • In case the necessity arises to redevelop the port area, government has to spend considerable amounts of money to buy back the port land. • There is a serious risk of speculation with port land by private owners.
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Source: World bank (2006)

- International relations: Specialized departments of the ministry represent the country in bilateral and multilateral port and shipping forums. The ministry may also negotiate

agreements with neighboring countries relating to water-borne or intermodal transit privileges.

- **Financial and economic affairs:** A ministerial department is usually responsible for planning and financing national projects. In many countries, a ministry of transport also finances basic port infrastructure as well as roads, waterways, and railways connecting ports with their hinterland.
- **Auditing:** These functions should be performed independently from the affected line organization and are usually included in a staff office. The auditors should report directly to the minister.

In many countries, transport directorates are established as independent bodies within a ministry and perform an executive function. They are usually responsible for one of the modes of transport, for example, the maritime and ports directorate (maritime administration).

Table 4.4 Privatization Objectives according to the interest groups

Interest groups	Objectives
National economy	<ul style="list-style-type: none"> - Maximization of national benefits result of governmental investments into ports by providing high productivity and efficiency - Financial independence - Good labour relations and policy with regard to employment - Uniform standards for equipment and system
Port users	<ul style="list-style-type: none"> - Efficient, speedy and cheap cargo handling - Speedy documentation flow - Safety operations to minimize damage and losses - Security and reliability
Labour force	<ul style="list-style-type: none"> - Job and social security - Favourable working conditions - Higher income - Better opportunities for promotion
Shipping sector	<ul style="list-style-type: none"> - Quick turn-round of vessels - Lower harbour dues and other costs - Industrial safety and security
Private terminal operators	<ul style="list-style-type: none"> - High revenue expectations - New and attractive investment opportunities in the port sector
Other interest groups	<ul style="list-style-type: none"> - Promotion of private business - Promotion of state industry - Promotion of a system of mixed economy

Source: UNCTAD,2006

4.6.5 Marine Management

Marine management tasks form part of either a national maritime administration or of a public port authority. Marine management, which is essentially a public safety task, should be performed separately from a corporatized or privatized port authority to prevent a conflicting mix of commercial and safety objectives (World Bank,2006).

A ports law should make that separation of objectives clear. Because of principal safety concerns, which may run counter to the profit-making objectives natural under this type of port authority, combining marine management tasks with managing a corporatized or privatized port may not be the best option for managing navigational port safety (Robinson,2002).

4.7 Key Labor Issues

Traditional, a port is labor intensified. In the developing countries this is still noticeable since labor is comparatively less expensive. Even so, the training of personnel in these ports is reducing the numerical consent in the light of mechanical handling procedures. (Captain,1978).

The many labor related issues associated with port ownership and operations. The reform is designed to help government decision makers identify the key forces affecting port labor today, understand the need for reform in a competitive environment, evaluate alternative ways of approaching labor reform, and pursue reform in a way that maximizes efficiency and minimizes labor dislocation and risks to potential port investors and operators(Notteboom,2002).

Governments, as a result, must appraise, in consultation with other port stakeholders, the extent to which labor regimes, collective agreements, and labor and management practices serve as a barrier to the achievement of the port's commercial goals. In conducting this appraisal, many issues have to be addressed, including, but not limited to:

- Rigid and outdated job descriptions and duties.
- Limitations on working hours and days.
- Inefficient overtime allocation at excessive wage rates.
- Hiring of port labor exclusively through the unions.
- Restrictions on output.
- Unsettled and combative workplace culture.
- Insufficient training and retraining opportunities
- Lack of clear and meaningful productivity objectives.
- Inadequate occupational health and safety procedures. Some port reformers have opened labor markets to competition as an approach to address these issues. (world bank, 2006

4.8 The main functions and features of seaport (Alderton, 1999):

4.8.1 Civil Engineering Features

- Sea and land access.
- Infrastructures for ships berthing
- Road and rail network.
- Industrial area management

4.8.2 Administrative Functions:

- Control of vehicles, all modes, entering and leaving the port.
- Environmental control.
- Control of dangerous cargo.
- Safety and security within the port area.
- Immigration, health, customs' and commercial documentary

4.8.3 Operational Functions:

- Pilotage, tugging and mooring activities.
- Use of berths, shed, etc
- Loading, discharging, storage and distribution of cargo

4.9 Port Management and Organization

4.9.1 Port Management

The functions of port management are to plan, organize, and control port operational by coordinating the use of various resources of the port system in the performance of port services (Frankel, 1987) .

Port management therefore consists of a number of distinct functions as follows (Alderton,1999):

- 1- Medium-to long-term planning and strategic decision making, this involves also the setting or review of objectives(including tariff objectives) and is performed by the top management of the port.
- 2- Operational planning and control, including management of day-to-day (or real time) operations. This is performed by operating management which is concerned with traffic, operations, and, engineering.

3- Commercial and financial control that involves marketing (real-time) accounting, short-term financial management, personnel management, and other management functions involving short-term financial performance.

4.9.2 Port Organization Design

Port organizational structures vary widely the objective, function, and the like, of a port each port has a number of distinct functional departments that are independent of its overall structure, external reporting requirements and alternative or different forms of ownership, and operation of the port. Typically, a port has a top management team, supported by department heads, and operating /administrative unit managers .Some of the departments may be subdivided into several Functional groupings. The details of the top management structure depend on ownership, function, and external factor influencing the port and its reporting requirements (Frankel, 1987).

In designing the organization of a port, we must first consider external factors, such as (World Bank,2006):

- 1- Who sets the ports objectives, reviews performance, and authorizes its budgets?
- 2- What is the degree of autonomy of the port and its management?
- 3- What are the regulations, reporting, and the like requirements, and what are the constraints (operation, environmental, etc.) imposed on the port?
- 4- What are the jurisdictional, legal, and other powers of the port and its management?
- 5- What are the proposed functions of the port?

Answers to these questions enable use to determine the decision-making powers and requirements for the port's top management and allow us to develop an appropriate top management port structure.

4.9.3 Major Port Activities

Port activities vary among different port organizational structure, and although some port administrations may perform all of these classification and their activities as in (table 4.5), other may only serve as lord administrations without, for example, operational and commercial functions, the variety of possible organizational structure is too large to permit a discussion of all possible variation, be sufficient to say, the structure will usually be dependent to the rang of function performed by the port (Frankel,1987).

Table 4.5 Classification of port activities

Classification	Activities	Classification	Activities
Legal	Contracts Negotiation Legal work	Commercial marketing	Pricing policy Market research Market analysis Public relation
Personnel	Personnel management Training Benefits Health care Union relations	Management services	Computer services Strategic planning Operational analysis
Finance & Accounting	Cash control Income and expenditure Cost analysis Budgeting Audit Procurement Financial analysis Capital expenditure Payroll Accounting	Operations	Ship/Vehicles management Resource allocation/ labor and equipment Berth allocation Cargo handling Storage area/ Facilities control
Security		Engineering	Engineering
Pilotage			Equipment and facility maintenance

Source: (Frankel, 1987)

4.10 Port Planning

Efficient port planning is vital for sustaining the function of the port which facilitate trade, and for ensuring that the port has the appropriate infrastructure to meet up trade demands and to move the cargo efficiently between ship and shore and other transport chain (World Bank,2006).

The potential for future port and industrial growth brings with it a need for a proper understanding of the shape which future industrial port will take because of the the new unit and its effect on the region. The need for improved efficiency in smaller and more" conventional" port leads to the same requirement (Robinson,2002)

4.10.1 General Planning Principles

The port operation is a commercial activity and the port must, therefore, be designed to handle cargo at the minimum cost consistent with port efficiency. It must also be designed to allow of flexibility in use d to permit development to cope with growth, with changes in trade, industry, and transport modes. It must be concerned with amenity for its workers (UNCTAD, 2006).

4.10.2 Planning, construction, development, and operation of a port involve(Paul& Ashar,2001):

- Commercial management
- Economics and land economics
- Civil engineering and hydraulics
- Shipping control
- Port operations
- Land transport
- Finance
- Staff management Law
- Tele-communications

4.11Port Productivity

Productivity is the most general sense, can be defined as a measure of efficiency with which inputs into a process or activity are converted into outputs through some action, service, or process. The most commonly used productivity measures employ single input factors such as labor man-hours, machine hours, investment, berth length ,and the like (Alderton,1999).

4.12 Training

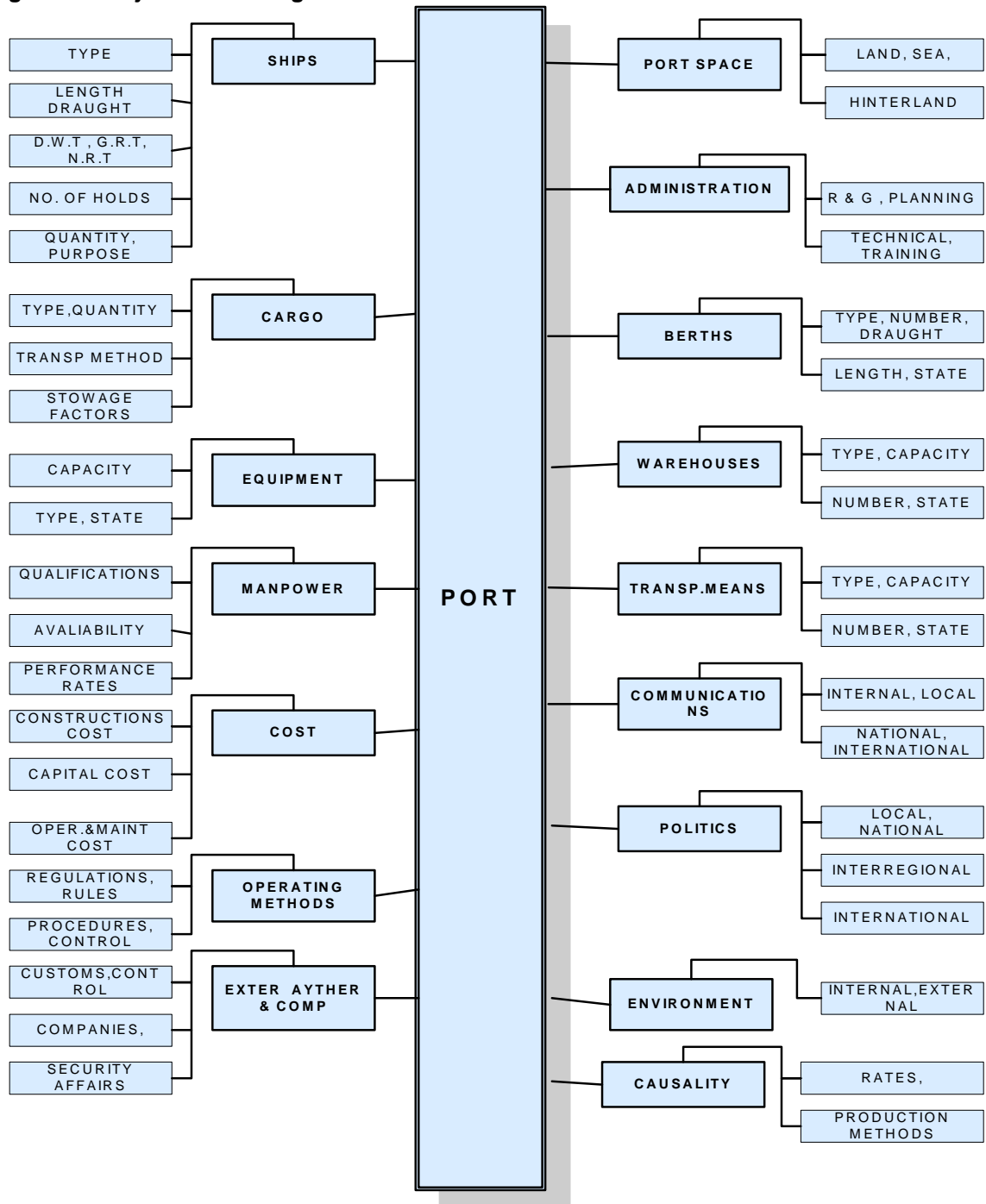
4.12.1Training of Port staff

(PSA, 1997) mentioned that the recommended training courses for the Port's staff are as follows:

- Senior officers in ports are trained in functional and management skills, courses on performance appraisal, leadership, communication, financial management, and productivity management and computer applications.
- Junior staff are training on adaptive and flexible skills. They are trained on communication, personal effectiveness, computer software applications, customer service and quality control (QC).
- Technical personnel are trained in maintenance and repair of port equipment and installation. They are cross-trained in different technical traders to achieve higher productivity through job-enlargement.
- Machine operators are trained in equipment operations, documentation procedures and operation safety

To meet the challenges ahead, ports must establish a comprehensive human resource development programme and training schemes with highly visible support from top management. Port workers must come to terms with advancements in port technology.

Figure 4.3 Major entities diagram



Source: World Bank (2006)

Managers must learn to design and implement new procedures and operational to match changing port technology. The training of staff at all levels must become an integral part of planning process to enable ports to sustain their competitive edge(Coltof,2000) .

On basis of discussions with the Palestinian Authorities, it was concluded that a major part of the staff of the GSA will have insufficient experience and will need training. A human resource development plan has been developed, consisting of (Parsons, 2001):

- Courses in special issued training institutes
- Practical training in port authorities and terminal operators abroad
- Training of pilots in a special institute for ship maneuvering
- Study tours .

4.13 Organizational Chart

The draft organizational chart drawn up by the Palestinian authorities figure 4.8 (MOPIC, 1996) .The organizational chart provides for three directorates, each responsible for a number of services as follows:

4.13.1Nautical Affairs Directorate (NAD)

- Pilotage
- Mooring
- Bunkering
- Vessel Traffic Management
- Towage
- Environment
- Law and Order

4.13.2General Affairs Directorate (GAD)

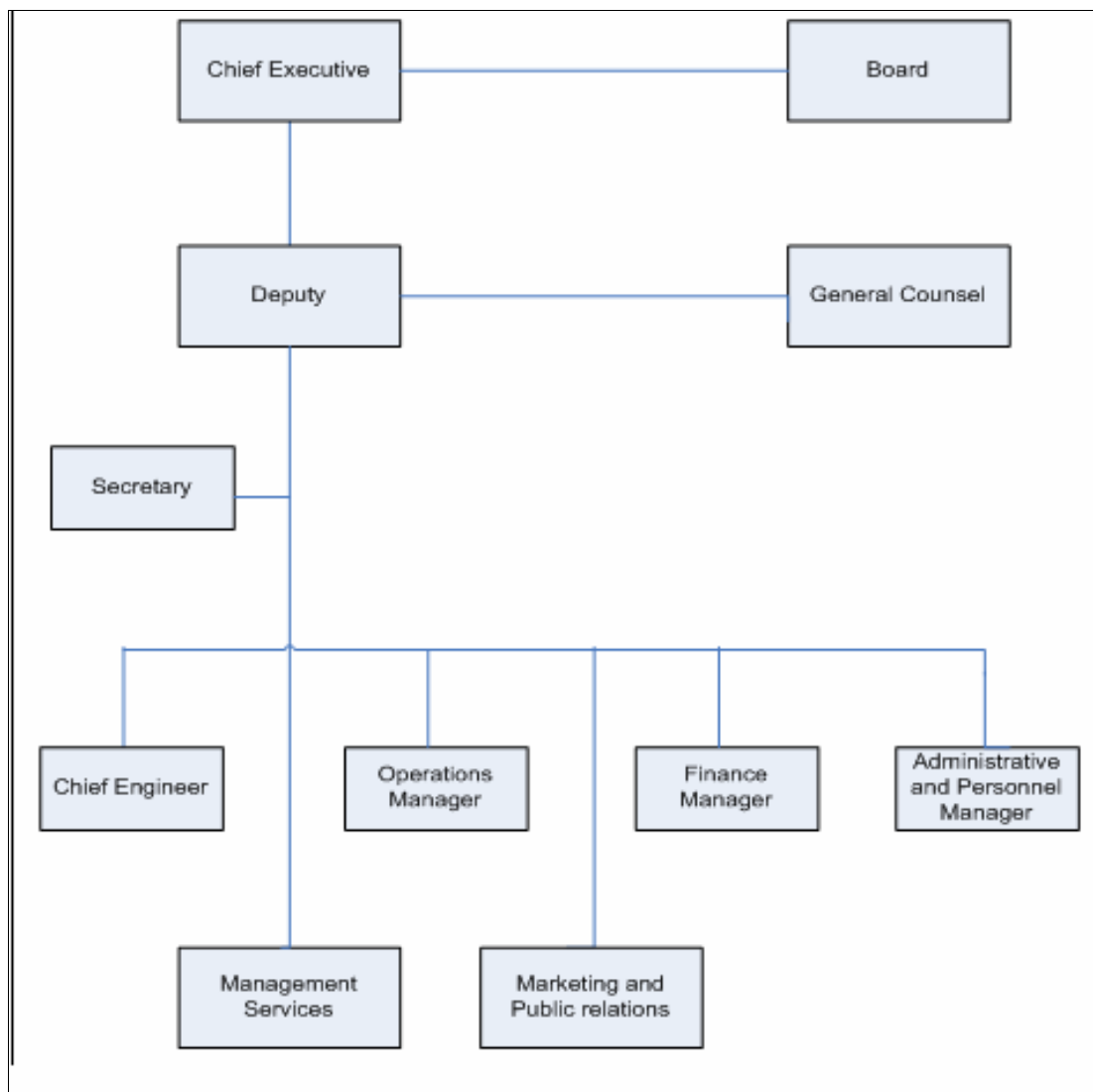
- 1- General Administration
- 2- Legal Affairs
- 3- Training
- 4- Tariff
- 5- Marketing
- 6- Public relation
- 7- Contracts
- 8- Financial administration

4.13.3 Port Development and Maintenance Directorate (PDMD)

- 1 - Infrastructure development and maintenance
- 2 - Statistics
- 3 - Strategic Planning, Master Planning
- 4-Tariffs (shared with G.A.D.)
- 5-Marketing (shared with G.A.D.)
- 6-Public Relations (shared with G.A.D.)

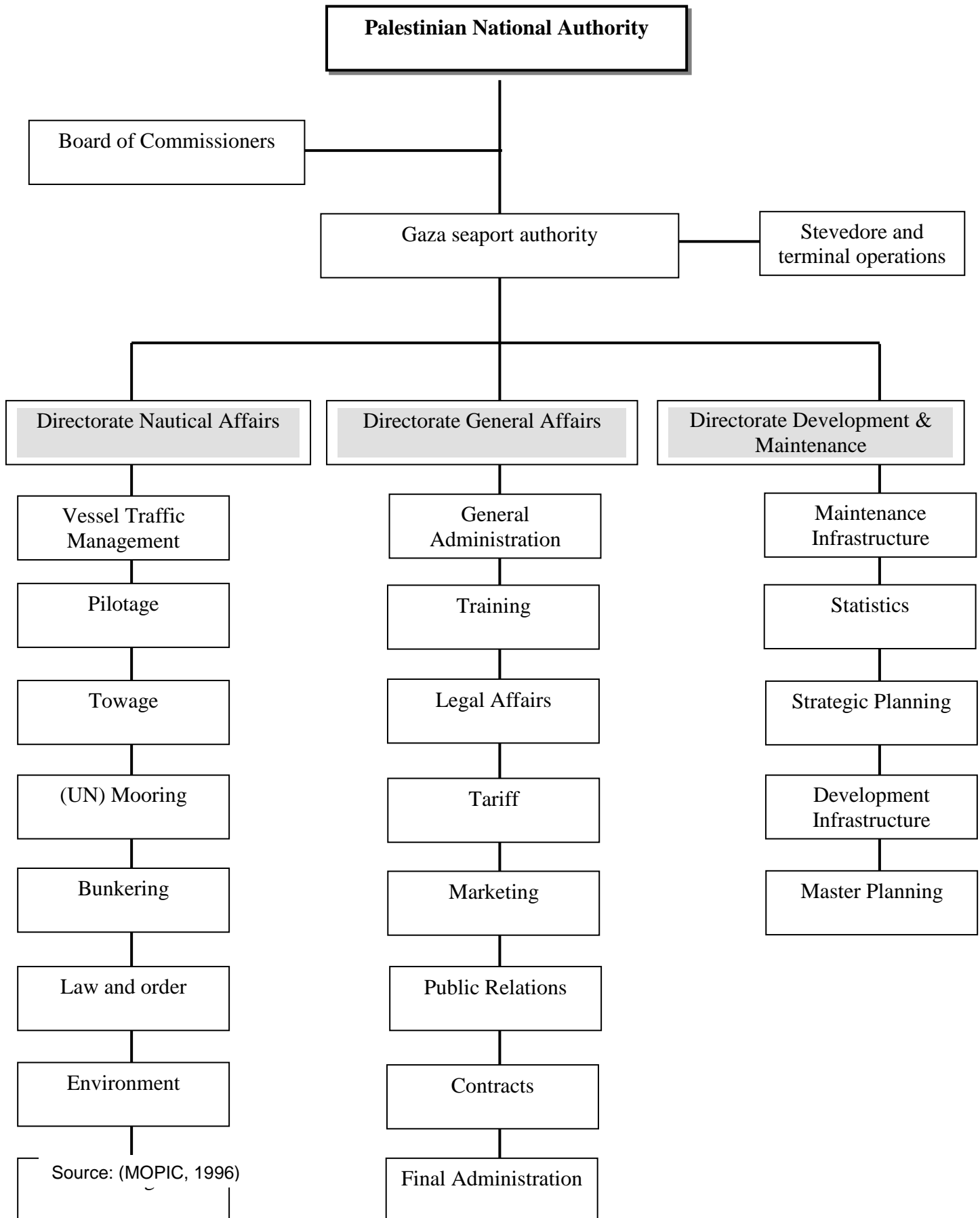
Figure 4.4 Shows the Major entities diagram of the port and Figure4.5 , 4.6 and 4.7 show different organization chart provided by different authorities as the ideal Chart.

Figure (4.4): Typical Port Organization



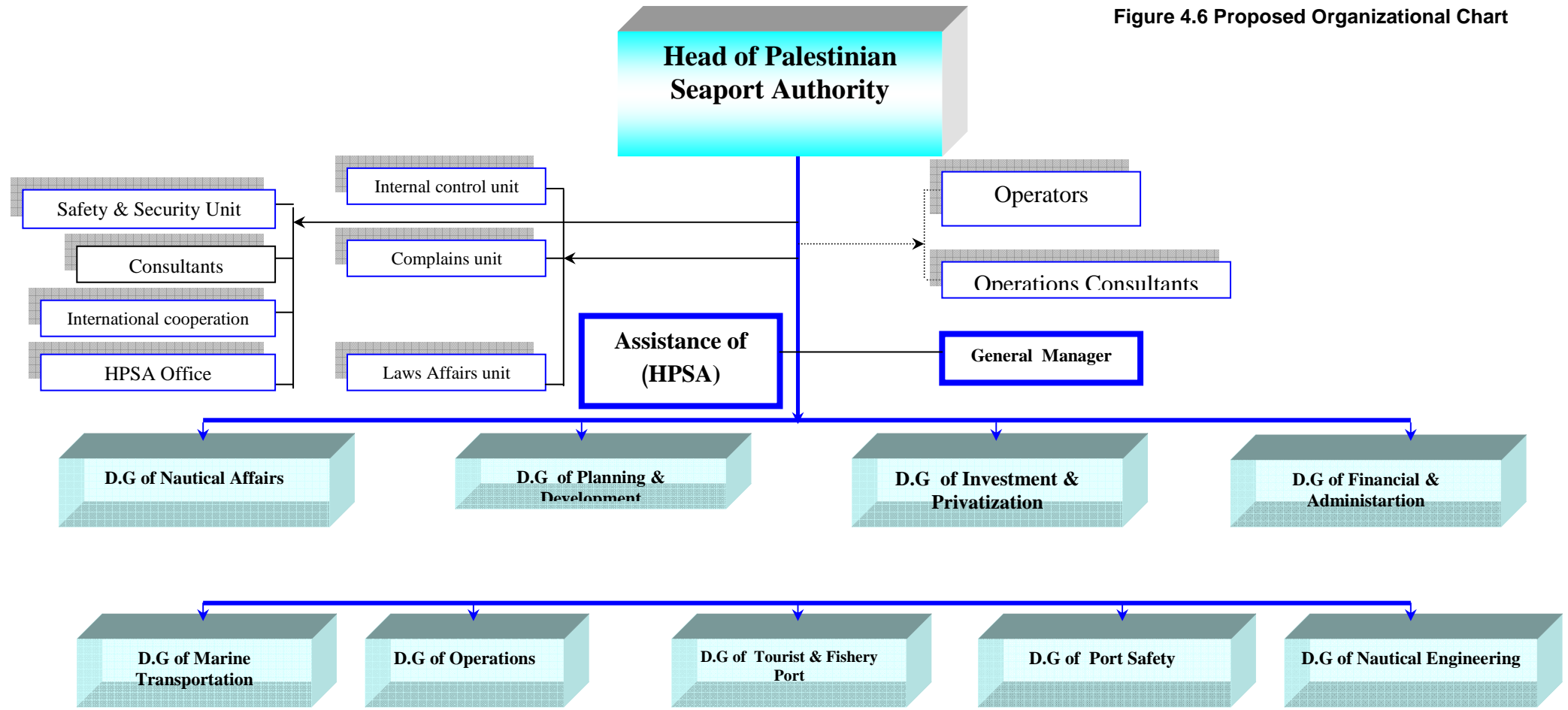
Source: (Frankel,1987)

Figure 4.5 Proposed Organizational chart



Source: (MOPIC, 1996)

Figure 4.6 Proposed Organizational Chart



Source: GSA,2006

CHAPTER(5)

Gaza Seaport- Technical Factors

5.1 Project Background

The Palestinian National Authority (PNA) is developing a new deep-water port in Gaza, just south of Gaza city. It expects that direct access to the port will enable the economy of Gaza, as well as that of the west Bank, to expand, diversify its foreign trade, and foster growth in export-oriented industries and trade related services. Growth in external trade-oriented industries and services will in turn entail growth in domestic output and incomes and create new and sustained employment opportunities. A further important benefit will be lower transportation costs for Palestinian imports and exports (Parsons, 2001)

5.2 Port Technical Analysis

The purpose of technical analysis is to determine the technical feasibility of project alternatives that would best meet the port's demand. Site investigation that includes topographical, hydrographical, geotechnical and meteorological conditions are the essential parts of the technical analysis (World Bank,2006).

In the early stages of port planning, only the preliminary engineering design is necessary, since it is sufficient at this stage to prove that the port construction is technically feasible and necessary to obtain rough cost estimate based on similar port construction experiences elsewhere. A more detailed engineering design is needed at the appraisal stages. Complete engineering design is required for the Technical-Economic feasibility studies to make final investment decision (Frankel, 1987).

5.3 Location Of Gaza Seaport

The Port will constructed on the location as presented in the Basic Engineering Study, south of Gaza City ,It includes the coastal stretch 323 m South of Netzarim Road up to 1020 m North of Netzarim Road, South of the village of Sheikh Eijileen. Figure (5.1) determine the proposed location of the Port of Gaza. Parsons (2001) and Sofermer (1996) found that this location was most suitable for port development from among several locations considered.

Figure (5.1): Proposed Location of Gaza Seaport



5.4 Gaza port's Layout and Phasing (Future Development Phases)

The layout studies have resulted into the concept as outlined below. It consists of a flexible layout as follows (Sofermer, 1996):

5.4.1 Phase IA: Initial Port

Phase IA has the facility of tow Ro-Ro berths and a general cargo berth with a length of 200 m. The water depth is limited to -10 m (maximum vessel 15,000 - 30,000 DWT). A breakwater of 730 m is provided to limit downtime due to wave penetration. The wave penetration study is indicating a downtime level below 5 percent.

5.4.2 Phase IB: Additional 400 m berths

An additional 400 m of berths. One additional berth for Containers / General Cargo, and one berth close to the small craft harbor for cement and other dry bulk.

5.4.3 Phase IC: Draft to 12 m

Increase of the water depth to -12 m to allow the use of large and more economical sizes of bulk vessels. Capacity will not increase but transport will become more economical, enhancing the port competitive position.

5.4.4 Phase ID: Bulk Terminal

A new berth for bulk cargo will be provided which will be the start of the next phase of the port development. This berth is suitable for the most economical grain vessels and has a design water depth of MSL -12 m.

5.4.5 Phase IE: Expansion of Terminal Area

The future operations will require an extension (widening) of the terminal area because of the fact that the cliffs will not be excavated and thus this area is not available for storage.

5.4.6 Phase IF: Liquid Berth

about 20% of the traffic relates to liquid oil products. A dedicated terminal including berth and tank frame will required, suitable for vessels up to 40,000 DWT.

5.4.7 Phase II: Container Terminal and Breakwater

In phase II a full container terminal is planned, having a maximum capacity of 500,000 TEU's. Total berth length is 600 m, suitable to accommodate vessels with draft up to 14 m. Protection of the terminal will be provided by extension of the existing breakwater .

5.4.8 Phase III: Fully Developed Port

In phase III a central terminal is planned, which capacity will depend on the actual traffic requirements at this time. The terminal is planned mainly to be used for bulk, suitable to accommodate ships with draft up to 14 m .

Table(5.1)Berth Development plan proposed in Earlier studies

Phase	New Facilities in this Phase
1A	2 RO-RO berths and one 200m of LO-LO berth
1B	400 m of LO-LO berth(2*200m)
1C	Deeper water but no new landside facilities
1D	Dedicated grain bulk berth
1E	Expansion of backland area, no new berths
1F	Dedicated oil terminal
2	Addition of 600 m of container berth
3	Addition of one dry bulk

Source :(Parsons,2001)

Figure (5.2) - Phase IA- Initial Phase

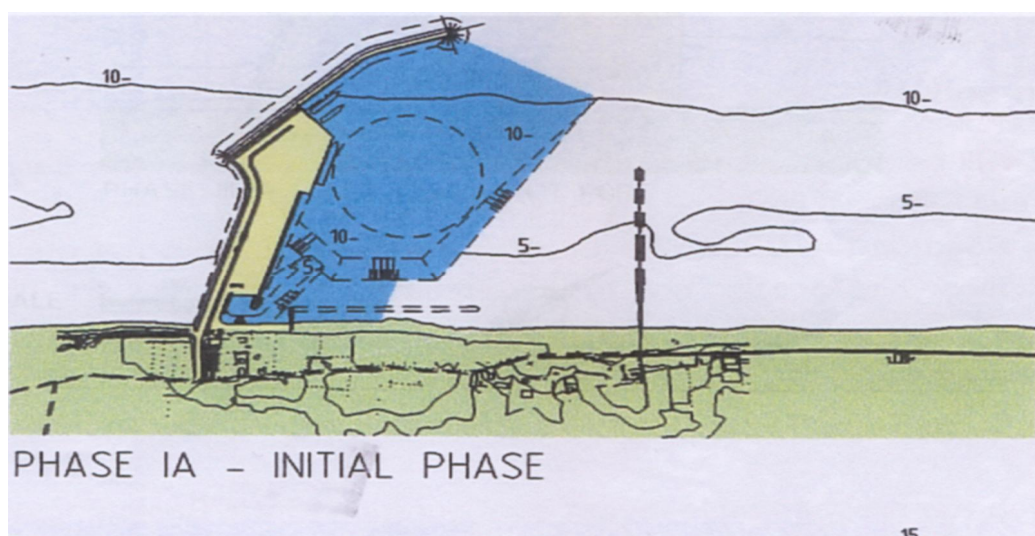
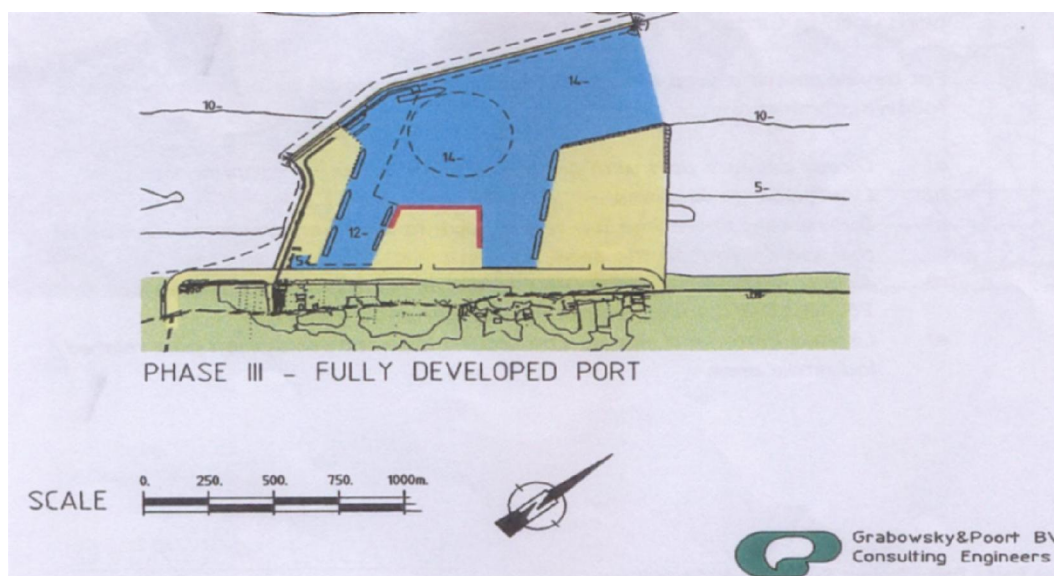


Figure (5.3) – Phase III of development in Gaza Seaport



5.5 Environment Impact Assessment

Environmental impact assessment forms an essential part of port planning and must be integrated in the whole sequence of steps that constitute the port project appraisal, planning, design implementation, and the operation process. Port planning is an interactive procedure in which requirements for port development and expansion are usually formulated by (Port planners, port designers, port engineers, port users, government and community)(Parsons,2001)

At each stage in the port development, the environmental impact is forecasted and described to permit effective physical, social, and economic impact assessment (Frankel, 1987).

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At each stage in the port development, the environmental impact is forecasted and described to permit effective physical, social, and economic impact assessment (Frankel, 1987).

Given the growing concerns about protecting the environment, ports are now faced with the need to implement regulations that will affect the freedom of port users and must make a significant investment in environmental and safety facilities as well (Abouelsoud,2003).

Eliminating oily ballast water discharge from ships is a major environmental concern. This issue is well recognized internationally and provision of adequate reception facilities in port is required under the International Maritime Organization (IMO). But environmental concerns relating to ships in port go beyond the issue of oily water discharge. They involve the entire range of environmental issues from water pollution, air pollution, aesthetics, noise, transfer of foreign marine species and more. Ports will need to find suitable solutions for disposing of dredged materials and implement regulations and operating procedures for terminals and anchorages to address these types of issues (World bank,2006)

5.5.1 Environmental protection

Environmental protection management in ports includes several specific Components, which can be grouped according to the following distribution:

- (1) Impact of marine structures (2) ship waste management;
- (3) Dredging activities (4) accidental pollution.

Care should be taken to include the management of port environmental issues within the broader scope of an integrated coastal zone management approach (ICZM), which would encompass all aspects and uses of coastal areas, and help devise the best strategies to minimize the environmental hazards linked to maritime transport and port activities (Juhel, 2001)

An Environmental Impact Assessment Study has been performed to study the effects of Gaza Port. This has resulted in the following principal findings (Sofermer,1996):

- Coastal erosion caused by the interruption of the littoral drift to the north
- Dangers of development of scattered housing in the port area
- Possible environmental dangers due to spillage particularly oil and cargo mishandling
- Exhaustion of scarce ground water resources
- Loss of housing in the area
- Possible archaeological remains in the site.

5.6 Port Master Planning

The Planning of new ports, or the planning of regional port facilities, builds upon Master port planning, Here aggregate demand forecasting and resulting traffic data are used in combination with various decision inputs such as planning horizon, objectives, costs, and the like, to simulate the effect of the alternate developments. Master port planning are discussed, is usually a first step whenever there is port congestion, a proposed change in shipping or port technology, or other factors that indicate a need for changes in port operations or investment. The major topics that have to be analyzed in the port master planning process are as follows (Frankel, 1987):

- Sizing port requirements
- Performance requirements
- Port engineering and technology
- Impact analysis- regional, economic, and financial
- Interaction with Port Cities
- Functional and operational analysis
- Layout, specification, and design
- Competition and complementarity
- Free Port Zones

5.7 Cargo Forecasts for Gaza Port

(Said,1993) perceived regarding the expected Cargo Forecasts of Gaza Sea port as following:

-At the present it is not feasible to make detailed forecasts of the traffic generated by the foreign hinterland (i.e. other Arab countries in the Mid-East).Nonetheless on the basis of the economic reports from the Palestinian industrial and business community, it has been possible to predict several potential levels of transit traffic. However, it is only indicate a share of additional tonnage that the port of Gaza can attract. As such, they affect the forecasts of infrastructure and equipment investments.

-This potential traffic is based on the assumption of faster progress in the peace talks, with a favorable economic and political conditions for stabilizing the Mid-East, including Iraq.

Once this is achieved, "we can assume that:

-Jordan could benefit from the Port of Gaza, particularly if a special and advantageous agreement (leasing or direct investments in the free trading area) gave it a direct access to the Mediterranean or of a land bridge competing with Suez Canal could be setup between Gaza and Aqaba.

- Iraq may also, via Amman, be looking for a direct outlet onto the Mediterranean since going around the Arabian Peninsula and transiting through the Suez Canal make both its imports and exports more expensive.

- It is also feasible to consider potential sea feeder traffic or an overland service along Egypt's Sinai coast.

Table (5.2) shows the number of full container movements for and from GS+WB for the 6 first years of Gaza seaport operation .

Table (5.2) (WBGs) Full containers (No. of TEUs)

	A1	A2	A3	A4	A5	A6
Incoming	21216.00	26278.00	34403.00	43051.00	50138.00	59282.00
Outgoing	2222.00	3621.00	5284.00	7901.00	13317.00	20030.00
Total	23438.00	29899.00	39687.00	50952.00	63455.00	79312,00

Source: (Sofermer,1996)

The Israeli control on the Palestinian' trade, specially the trade's movement ways, had create a strong problem for the Palestinian national' economy, the national economy losses around 200- 300 million dollar in payments for using the Israeli seaports and in delays on security checkpoints. So, there is an utmost need to release the Palestine' economy from these restrictions, and the first step will be by establishing a commercial seaport to strength the domestic economy and create an economic trade exchange with the outside world (ALAwoor,2005).

5.8 Road Access to the Port of Gaza

One of the main roads (the corniche road) in Gaza runs along a bluff near the existing shoreline. Initially, all port facilities will need to have access to this road. In the long term, this road may be relocated so as not to interfere with the port and port related operations (Sofermer,1996).

At the location of the initial phase of development (Phase I), the corniche runs at an elevation about 15 m above the sea level. Connecting the port access road to the corniche road requires special planning. The reason is that the maximum grade that loaded trucks can effectively negotiate in a congested area is approximately 5%. Since the port areas have been designed for an elevation of 3 m above the sea level, a rise of 12 m at 5% would require a length of access road (ramp) of about 240 m. It is understood that the distance between the port and the corniche road is less than 240 m. If an access road directly in line with the Phase I area is impractical, an alternative would be to construct the road at an alternate location where the bluff is lower and a connecting roadway could run along the beach (Parsons, 2001).

5.9 Landside Transportation System

5.9.1 Land Use and Industrial Development Considerations

Landside uses related to port development and operations include direct and indirect industrial activities and the transportation system needed to support them. This Section identifies the current and future needs for cargo transport to and from the port (World Bank,2006).

The Palestinian Authority, in its Regional Plan for Gaza Governorates, Volume II, December, 1997, states that the Authority plans to establish a "Harbour Free Trade and Export Processing Zone" of 1,700 donums next to the port which will be designed to handle heavy products for shipment. In addition, plans are to establish several industrial areas throughout Gaza that will absorb new industrial investment and provide sites for relocating some existing industries. Emphasis will be placed upon locating the industrial zones away from urban development areas in open spaces "of marginal agricultural and nature protection value (Parsons,2001).

" The sites at al-Montar and al-Mansura, both east of Gaza City, are cited as facility locations that can support industries or warehousing and distribution centers for the port. It is unclear at this point as to what "mix" of uses will be encouraged within these sites. For example, there have been a number of opinions expressed as to where a proposed cement plant should be located. While the Regional Plan has not yet received official approval from all government agencies, it was developed with input from the agencies and has provided a document for discussion in determining a final plan (Sofermer, 1996).

The roads servicing the planned industrial and free trade zones will be handling truck traffic to and from destinations beyond that servicing the port. Some cargo may arrive by air at the airport; goods will be shipped to and from neighboring countries; the West Bank and Gaza interface will eventually be strengthened by a transportation corridor - all of which will increase the truck traffic and the need for warehousing and distribution operations at the industrial sites in Gaza. A master plan is needed to study and determine the appropriate required lands for accommodating near-term and long-term uses and achieving the PA's economic development objectives involving the port, free trade zones, and industrial development areas (Parsons, 2001).

The access road to the port and its interface with the corniche road is a critical issue that must be addressed in the earliest stages of port development. The investment of infrastructure funds to plan and construct a relocated corniche road or an overpass and/or underpass needs to be defined at the earliest possible phase of port development and must be designed to accommodate the port's full build-out scenario.

5.10 Project Implementation Plan and Schedule

Projects can be defined as planned developments requiring the performance of organized tasks and the use of various resources for their accomplishment. Port projects may consist of developments required within a port or other entity, or they can be projects for port development, as part of the implementation of a contract or other director (Frankel, 1987).

Project planning and management cycles consists of a number of defined steps (the world bank. Washington, D.C.1979):

- Project identification by the receipt, donor, or both
- Project formulation/ preparation of feasibility analysis
- Project design
- Project appraisal
- Project selection, negotiation, and approval
- Project activation and organization
- Project implementation and operation
- Project supervision, monitoring, and control
- Project completion or termination
- Output diffusion and transition to normal administration
- Project evaluation
- Follow-up analysis and action

5.11 Long Term Plan

The implementation plan of the earlier studies is not applicable today since it is based on cargo forecasts several years old is not supported by economic and financial analyses, and does not take into account the stoppage of construction activities. Although the cargo forecasts show that specialized bulk and container terminals will be required, a broad-based master plan is needed to determine their size, location, phasing and schedule. Detailed technical, economic and financial analyses will have to be performed to provide justification for investment decisions. It is estimated that approximately six months will be required to prepare the master plan and perform the feasibility study.(Parsons,2001)

CHAPTER(6)

PORT MARKETING

6.1 Introduction

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals (Kotler & Keller, 2006).

Port marketing attempt to judge the extent to which they can attract a share of predictable and unpredictable international and national trading movement. On that basis there is need for the port to maintain continuous examination and assessment, in order to determine where changes may need to be made their practices and procedures (Captian, 1978).

Marketing in ports is composed of activities related to market research and marketing implementation. The research activities will allow the port to have its market analyzed, objectives fixed, strategy built and targets identified. Then in the implementation stage, marketing tools should be deployed to achieve those objectives. Marketing tools are those elements that will have an influence on the " sale" of the product, or services in the case of seaports. The influence of those tools will differ from one country to another. The appropriate mix for a given market will have some degree of individuality (UNCTAD, 2005).

Ports sell services as cargo movement, warehousing, customs clearance, use of free trade zones, and the like (Frankel, 1987).

The 21st century will see radical changes in the business base underlying port construction, reform and operations. Increasingly, intense global competition will force changes in the way all players in the international logistics chain, including ports, conduct business in the future. Innovative systems and new technology will radically change requirements for port infrastructure and increase the degree of specialization, raising the financial stakes of port investments and the need for a highly specialized workforce. Changes in distribution patterns and in the structure of the maritime geography will increasingly create a hierarchy of ports and some historical port-related activities will be shifted to inland sites. Environmental, safety, and security concerns will force ports to impose regulations and provide facilities that may have no commercial return on investment (world bank ,2006).

Ports are operating in an increasingly competitive environment and the importance of marketing in port management and development is being recognized by the port community almost all over the world. Most ports within globalization approach operate an increasingly

competitive environment. Because of the, first, cost reduction in shipping, and in transport in general. And second, this is caused by the efforts of ports to attract new customer from their competitors (Robinson,2002).

6.2 Marketing Strategy

To achieve a comprehensive marketing strategy, it requires market information not only in the home country, but also overseas involving those countries which trade with the port and commodities involved.

The promotion of a port authority business involve four basic elements (Notteboom,2002):

- Advertisement of the product or service.
- Pricing policy with regard to tariffs in term of those for both the ship owner's and shipper's account.
- Publicity, embracing press release and general relations with the press.
- Direct selling of the company's services by salesmen negotiating contracts with shi-owner/shipper or by agent.

Designing competitive marketing strategies begins through competitor's analysis. The port constantly compares the value and firms' satisfactions delivered by its "four Ps" products, prices, places (distribution), and promotions tools, which called the marketing mix, with those of its close competitors. The marketing mix consists of everything the firm can do to affect the demand for its products. Figure 6.1 highlights the four main elements "the Four Ps" of the marketing mix and the particular marketing tools under each one (World Bank,2006).

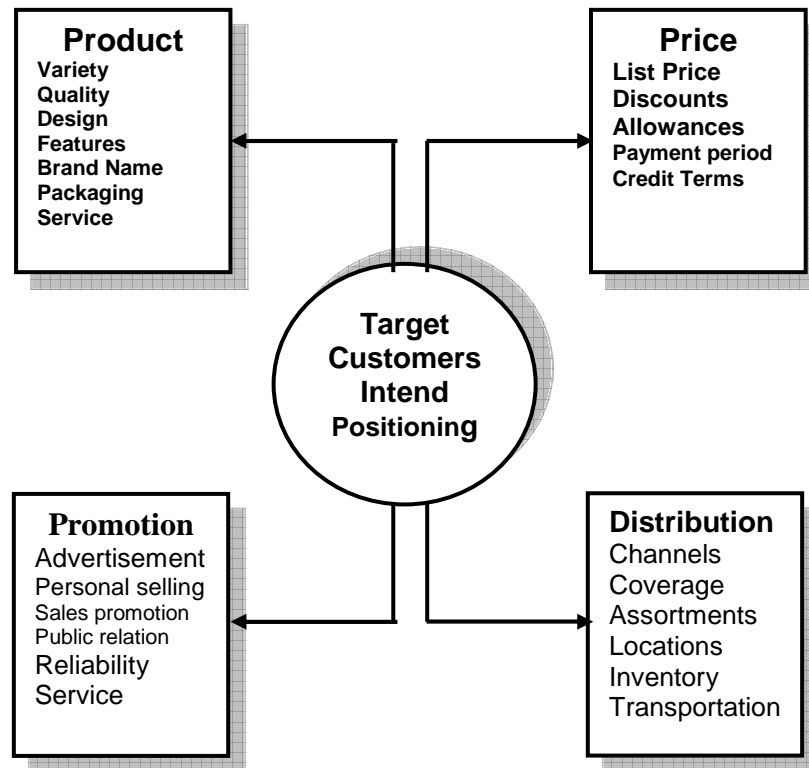
Therefore, the port should identify its competitors, what are their objectives and strategies? What are their strength and weaknesses? And how will they react to different competitive strategies the port might use? However, once the port has identified its overall competitive marketing strategy, it is ready to start planning the details of the marketing mix.

Four main factors indicative of the extent of market competitiveness are to be mention:

1) - Transport Options:

The most important indicator of competition is the degree to which a shipper has transport options (substitutes). The number of options is defined according to the technical capabilities "hard factor" of the ports and their available inland connections, for instance,

Figure 6.1: The marketing mix



Source: world Bank,2006

when the port has captured a large share of the cargo market. One might, therefore, label this as a non-competitive market. However, the market power of this port (or its capability to increase the price) would be limited if other ports could provide an attractive alternative and keep competitive pressure on the other port's prices. First step assessing the competitiveness of the port and transport system is to identify the lowest cost option. Then, the competitiveness of each option is determined by comparing it to the lowest cost option, defined here as cost proximity (Alberghini,2002).

2) - Operational Performance:

Which use to assess the relationship between supply and demand for port services. Instead of the throughput /capacity (supply / demand) ratio, two measures that can indicate a potential shortage in supply of port services can be used, which is: berth occupancy related to turnaround time "hard factor" and ship waiting for berth. (Alberghini,2002).

3) - Tariff Comparisons:

The aim in examining tariffs is to determine if the tariff level of a port is within a "reasonable" range. (Alberghini,2002).

Presumably, an abnormally high tariff level in a port indicates a tendency to exert market power and employ unfair trade practices. This inflates total port costs, which include charges to shipping line and cargo (Paul & Ashar, 2001).

4) - Financial Performance:

which use to examine whether a port has been earning abnormally high profits. The assumption here is that abnormal profits may indicate a not competitive market setting and possible tendency for ports to be engaged in unfair trade practices, taking advantage of their monopolistic market power due to geographic and political factors(Alberghini,2002).

6.3 The function of the port marketing manager

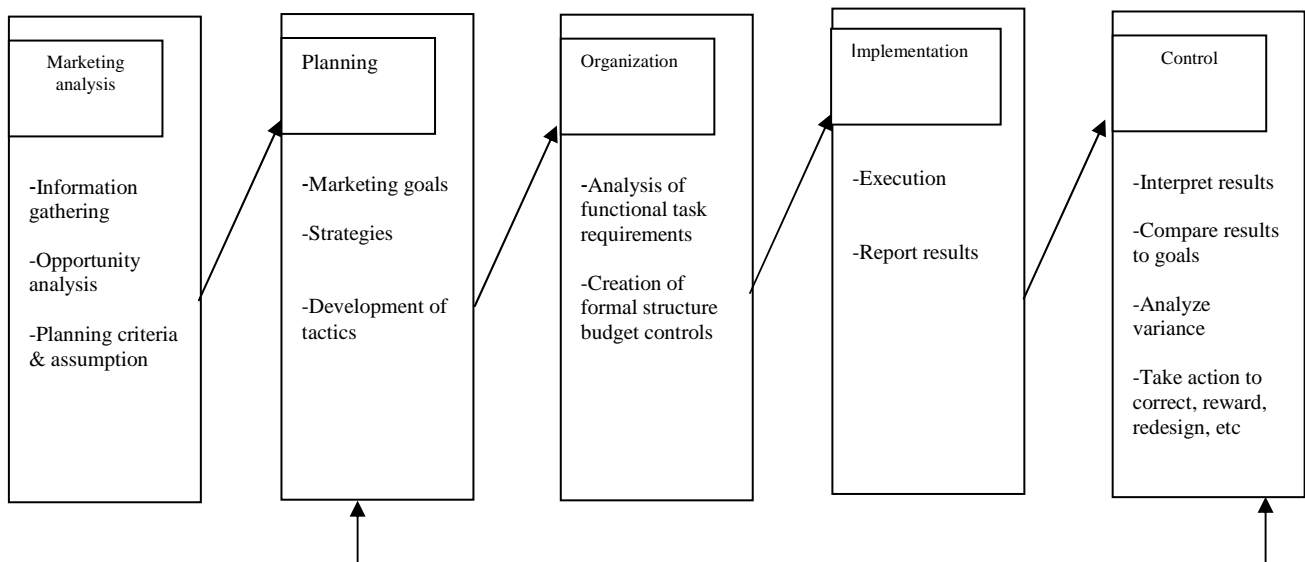
Modern port marketing managers employ a system approach that is based on what has been termed (the marketing concept), they develop a detailed knowledge of customer' needs and wants, ensure that the port's service fulfill these wants, and integrate their marketing efforts so that the port customer base is constantly maintained and expanded where appropriate(Bahnasy,2001).

Figure 6.2 shows the port marketing system. The marketing concept assumes that port users can and should be grouped into so-called "market segments", where the port marketing concept assumes that users in an identifiable segment are willing and able to channel cargo through, or use, the port or facility that comes closest to satisfying their requirements consistently. One of the marketing manager's prime tasks is to identify customer groups(market segments on target markets), research their needs, and develop effective service programs and marketing techniques that will attract and hold users (Frankel,1987).

other subtasks are as follows (Robinson,2002):

- Identify potent ional customer and estimate the market opportunity
- Determine how customers' buying behavior can be affected
- Identify new product opportunities and develop new products(services)
- Engage in specializing marketing practices
- Develop, motivate, and manage an effective marketing organization.
- Maintain an effective information system and management control system in Order to manage the marketing function.

Figure 6.2 the port marketing system



Source: Frankel, 1987

6.4 Port Marketing Elements:

6.4.1 Port Product

The product, or port services, is the cornerstone around which all other activities will be designed. Therefore it is very important that a marketer knows every aspect of his port in the nautical, technical as well as in commercial fields, and to be aware of the strength and weaknesses of the port in a continuous way.

A customer normally makes his choice on the basis of the following elements (UNCTAD, 1995):

- Geographical position, volume and type of cargo
- Nautical approach, ship capacity
- Hinterland connections, value added logistics
- Disposition of quay and land, concession contracts
- Range of services which can be offered, such as pilotage, towage, Warehousing, survey
- Labor force and social climate in general.
- Management and technical know-how.
- Fiscal environment, Attraction pool
- The potential buyer can be ship owner (liner business) or can be the company that controls the commodity flow (tramping business). In both cases it is very important to have

information on client. Trying to attract a client can be done by first selling the port's know-how in transport business and by selling the port itself.

6.4.2 Port Pricing

Port revenues are primarily derived from the imposition of port tariffs, which are usually linked or related to services or facilities and equipment supplied by the port for the use of cargo and ships, road vehicles, rail cars, barges, or other equipments (Frankel, 1987).

Pricing is a major factor in the implementation of a port's strategic plan. The port management concept may be viewed from three aspects:

- (a) the port's planning and development philosophy, with its goal or objectives
- (b) the port's investment criteria and policies
- (c) the port's pricing policies and techniques.

Supporting (Asaf, 2001), that the professional literature on port pricing is concerned with two set of topics. First, it is related to the pre-privatization era, whereby pricing is addressed from the point of view of an operating, public port authority. The second set of topics are primarily concerned with the technical aspects of port tariffs themselves, including the structure of tariffs, charging units, charging mechanisms (min/mix), bundling of charges, and actual comparisons of charges at various ports.

6.4.3 Port Promotion

Port Promotion can be defined as communication between the port and various target groups, in order to inform them and influence their attitudes and behavior towards the port (UNCTAD, 2005).

Of the company's marketing functions, promotion is the most visible as well as the most culture-related one. Through the promotional function however, the company is standing up and speaking out, willing to be seen and heard. The promotional task will not be exactly the same in every market, and the different types of promotion are as follows (World Bank, 2006):

- Advertising
- Direct mailing
- International shipping exhibitions
- Organizing port days
- Personal selling/direct business trips
- Representatives
- Domestic fairs
- School visits
- Organizing conference
- International press day
- Domestic networking

6.5 Port Tariff

A port tariff is the reward payable to the port authority for the rendering of a service. It depends on the forces of supply and demand (Frankel, 1987).

Port tariffs must take into account the ports objectives with regards to financial, economic, and operational performance, port market share, and traffic growth. The preparation or revision of port tariffs requires a broad study of the ports performance and objectives, including data on: 1) Port operations performance 2) Port cost structure and finances 3) Port user costs and alternatives available to port users 4) Cost at competing ports.

(UNCTAD,2006).

Table 6.1 shows the ranges of the percentages of total port charges represented by a core set of services. It is clear evident from the table that the cargo handling is equipped the biggest part of the total charges of port services especially in containers.

Table (6.1) the ranges of percentages of total port charges by services

Items	% Of Total Charge
Port Tariffs on the use of the infrastructure	5-15 %
Berthing services	2-5%
Cargo handling (Container only)	70-90%
Freight forwarding	3-6%

Source: Asaf, 2001

In determining if tariff regulation is necessary, the regulator first has to identify the specific service and the service provider. In the traditional port, the public port authority was typically an operating port, meaning that the public entity provided virtually all of the basic services. From a regulator's point of view, this was a simple matter because of the public entity's monopoly position over all basic services (Asaf, 2001).

6.6 Ability to Service Transshipment Trade

During the 1990s, a significant shift took place in how the major carriers handle Mediterranean cargo, where the transshipment is the fastest growing sector from the other transport sectors. Transshipment activity is expected to continue expanding throughout the East Mediterranean which will be marketplace leader as, East Port Said, Piraeus, Haifa, Damietta, Beirut and Limassol (UNCTAD,2005).

Gaza port will enter a market in which established ports already compete aggressively for transshipment cargo. Gaza port is not expected to meet many of the criteria required to sustain a hub port function. Thus the Gaza port has a relatively small local market, limited

container handling facilities in the initial phases of development and in the long-term shortage of land to provide the size of berthing and yard area required to compete with the neighboring large and transshipment ports. Gaza port is expected to remain a local gateway port for imports and exports. As a local port situated in close proximity to major transshipment centers, Gaza can expect to receive a large share of its containerized cargo by feeder vessel over these transshipment ports and only a smaller share from large line haul vessels (Parsons, 2001).

6.6.1 Transshipments with the Arab countries:

(Abraham, 1984) describes the importance of the containership transshipment between Gaza seaport and other Arab countries and Iran also, according to the following :

- 2/3 of the Jordan imports coming from Europe, which force Jordan to use any Mediterranean port especially, Gaza seaport.
- 1/2 of the Jordan Exports going to Europe and North America.
- By using Gaza seaport, Jordan will save about \$ 16 per ton.
- 60% of the Iraq imports(About 9 million tons) coming from Europe and North America, and by using Gaza seaport will find a cheap alternative , instead of a long route passing Red sea till the Arab Gulf which is about 5,000 Km distance more.
- Petroleum Transshipment from the Gulf countries to Gaza seaport then to market it to Europe and North America, this Pipeline is considered the shortest and the cheapest for Petroleum transshipment, this project attracts Foreign and Arab investments besides to the new technology to this region , which leads to jobs creation. This alternative is useful, by preventing the usage of the Huge Petroleum vessels (300,000 tons) from any Environmental disaster in this close area in Arabic Gulf & Red sea. Moreover the Gulf Sea is considered now a dangerous route for Vessels.

6.7 Trends in ship sizes

There has been a shift to large ship sizes of over 3000 TEU and also a large share for vessels under 1000 TEU because of the expansion of regional feeder and short-sea services.

The conclusion in the previous economic and technical studies was that Gaza Port could initially expect to receive small vessel of under 700 TEU in feeder and intramed services, which require a draft of 8 meters. but there is percentage for vessel 1000 to 2000 TEU which require 10-12 meter (Parsons,2001)

Table(6.2) Trends in Ship Sizes

Size Range	1996(1)	2000(2)
Less 1000 TEU	33%	51%
1000-2000 TEU	33%	11%
2000-3000 TEU	33%	19%
3000-4000 TEU	-	15%
4000-5000 TEU	1%	2%

1) Approximate size distribution from draft (Sofermer 1996)

2) Approximate size distribution derived from containership Database (Parsons, 2001)

6.8 Globalization of Production

The world economies are becoming increasingly interrelated as a result of increasing trade and the growing trend toward globalization of production. Over the past half century, most countries have seen an increase in exports as a share of gross domestic product (GDP) and there has been an increase in vertical specialization of world trade. In addition, sourcing of raw materials and finished products has become increasingly globalized, and producers in various, often distant areas of the world are increasingly forced to compete with one another for the same markets. The basic forces that have triggered the greater interrelation and interdependency of the world economies remain active. Thus, there is no reason to think that these trends will not continue (World Bank,2006).

6.8.1 Impact of Globalization on Ports

While ports have always been important nodes in the logistics system, globalization of production has sharpened the need for ports to be value adders, not value subtractors, in the supply chain, and has given ports a unique opportunity to become value-adding entities. A port is the interface between intercontinental transport and a place in the hinterland being considered for production, assembly, or final distribution(Ismael, 2005).

Port capability and efficiency can greatly influence the decision for locating a plant or distribution center, and often determine whether a local producer can compete globally or regionally with other producers. The challenge is for ports to relate to the needs of their customers and assist them in improving their competitive positions by providing low-cost, efficient port services(UNCTAD,2006).

6.9 Functional Options for Gaza Port

A port's potential market functions fall into three categories: 1) a gateway for local cargo.

2) a transit point for regional cargo moved by inland transport connections; and 3) as a transshipment point for regional cargo moved by short-sea service (Frankel, 1987).

The analysis of economic and foreign trade trends, port competition, and shipping industry developments make it reasonable to conclude that as an international port Gaza Port will have two main functions in the future :

- Port for Palestinian import and export cargo - Transit port for regional cargo

Gaza port can maximize its role as a local and transit port by offering competitive pricing and service compared to alternative routings, for example over Israeli ports, and through the provision of an efficient inland transport corridor between the Gaza Strip and west bank, and the regional markets. The construction of the container shipping market in the East Mediterranean and the strong competition amongst major ports for transshipment business make it highly unlikely that Gaza Port would function as transshipments port (Parsons, 2001)

6.10 The impact of EDI system in port marketing

The electronic Data Interchange (EDI) is becoming now an essential part of the global economy, which depends for its functioning on the rapid and accurate transfer and processing of enormous volume data. The rapid movement of large volumes of cargo through modern ports depends on the timely processing and communication of a corresponding large quantity of information. Proper use of EDI system confers competitive advantages on its users. The opening up of the information systems of the major ports will permit the development of interchanges between ship-owners, port operators, and shipping agents (Abdella, 2001).

This development will enable links to be woven together for the greater efficiency of ports in the face of requirements for the speed and reliability of transport and international trade .

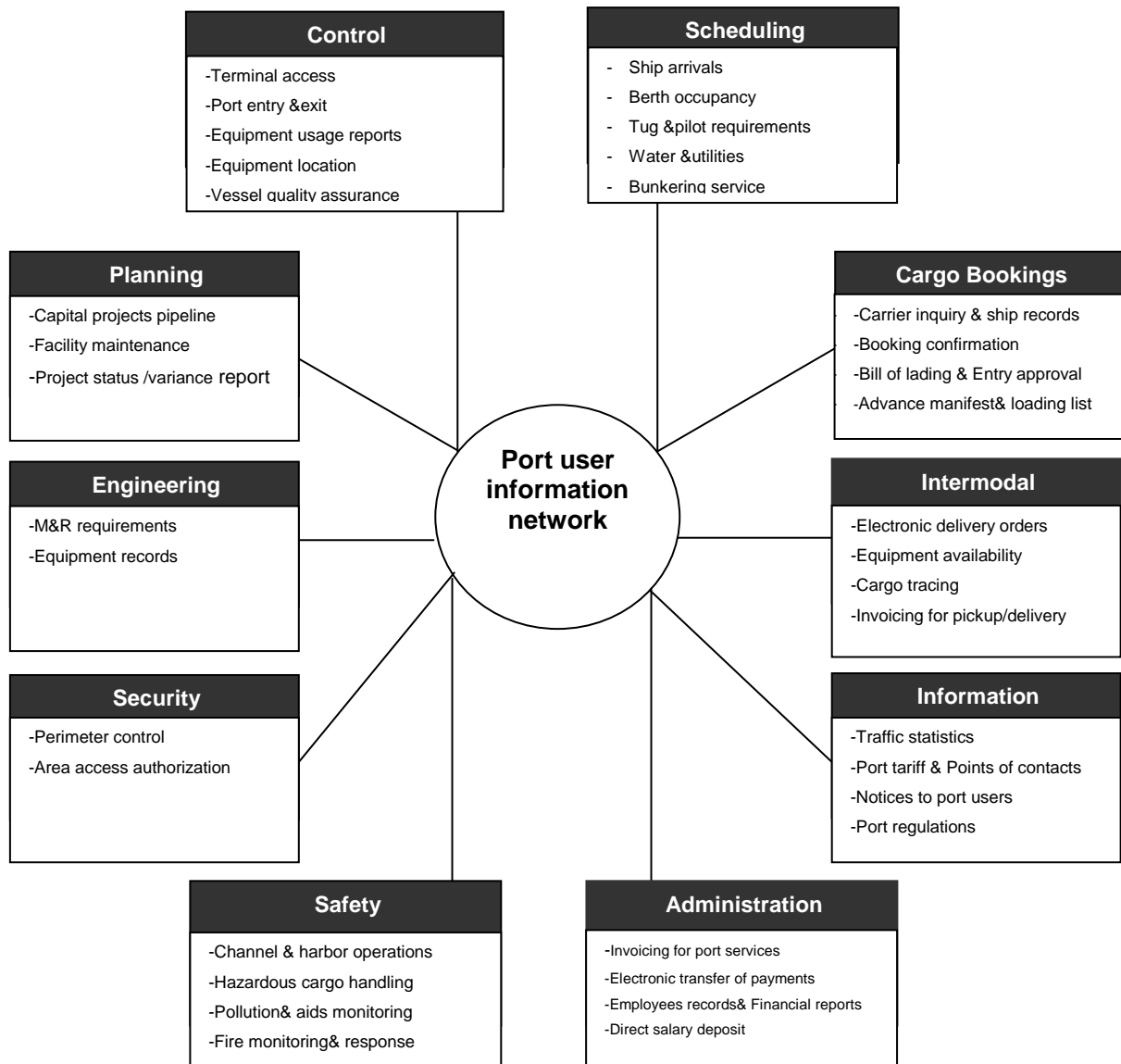
6.10.1 Growing Role of Information Technology

Equally important in the future is the need for ports to expand the use of IT to support port user requirements, particularly relating to containerized traffic, although not exclusively. IT is increasingly employed throughout the ocean transport sector and has revolutionized the way intermodal traffic is handled (ALAwoor, 2005)

IT systems electronically link port administration, terminal operators, truckers, customs, freight forwarders, carriers, ship agents, and other members of the port community as Figure 6.3 . The technology provides port users with real time data on the status of cargo, paperwork, and availability of port facilities, and enables ships and terminals to be part of an integrated office infrastructure. IT reduces time for delivering cargo; provides more accurate

transfer and recording of information; reduces manpower for port operation paperwork; offers advance information on ship, barge, truck, wagon, container, and cargo movements; and improves planning and coordination of berths, handling equipment, and storage facilities(World Bank,2006) .

Figure 6.3 Port User Information Network



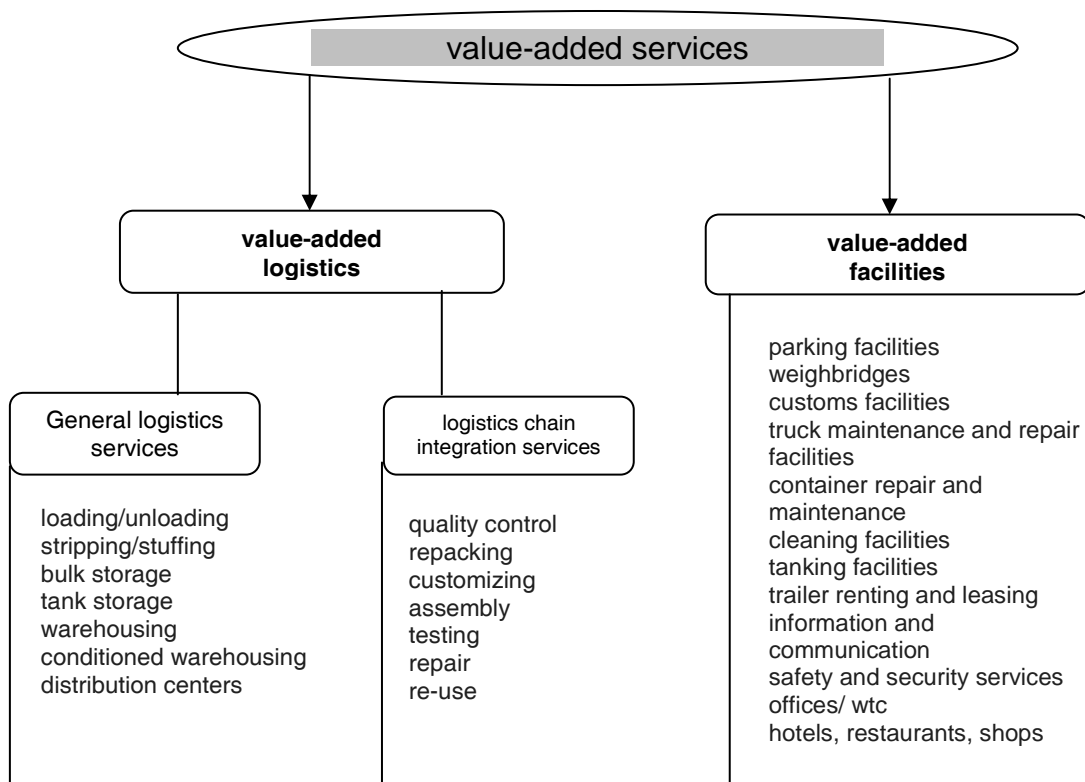
Source: World Bank,2006

6.11 Value-Added Services (VAS)

Generally, the function of a port as a node in the transport chain depends on its location and on the economic and technical developments that exist in its hinterland. Modern production

techniques and consumption patterns increase the use of transportation systems beyond levels suggested purely by the growth in trade and commerce. As a result, more specialized handling, storage, and other logistics facilities are needed. More and more, ports are becoming part of integrated logistics chains. From the port's point of view, creating new services boosts economic performance as well as its attractiveness to existing and potential clients. This, in turn, can help maintain and improve a port's competitive position. When assessing the wisdom of developing new services, it is important to pay attention to the value adding potential of the services. This potential can vary product by product and activity by activity. Numerous activities can be classified as Value-added services (VAS). Figure 6.3 identifies a number of them. These types of activities can generally be assigned to a particular type of product or freight flow. (World Bank,2006)

Figure 6.4: Overview of Value-Added Services in Ports



Source: World Bank,2006

CHAPTER(7)

PORT FINANCING

7.1 Introduction:

One must bear in mind that ships carry some 99% of world trade in volume terms and almost 80% in value terms (World Bank, 2006).

Worldwide container port throughput increased from 36 million TEU¹ in 1980 to 266 million TEU in 2002. Forecasts point to between 432 and 468 million TEU in 2010. The share of Asia in worldwide container port throughput rose from 25 per cent in 1980 to about 46 per cent now, while Europe saw its share drop from 32 per cent to 23 per cent (UNCTAD,2003)

Developing country ports continue to be under pressure to reform and keep up with demand and as a result have seen over 230 projects totaling more than \$24.7 billion of investment that included private sector participation in the past 15 years. According to the World Bank(2006) Private Participation in Infrastructure (PPI) Database, developing economy ports experienced record level investments totaling over \$4.1 billion in 2005 alone.

The rise of world containerization is the result of the interplay of macroeconomic, microeconomic and policy-oriented factors. Practical evidence shows that the public sector has redefined its role in the port and shipping industries through privatization and corporatisation schemes. present-day government intervention in an efficiency-oriented industry typically focuses on the issue of market liberalization and the creation of a level playing field for fair competition, the monopoly issue and the public goods issue (Notteboom and Winkelmanns, 2001).

Robinson (2002) places the role of seaports within a new paradigm of ports as elements in value-driven chain systems.

(World Bank, 2006) States that before 1980, service ports and tool ports were mainly financed by the government. The general infrastructure of landlord ports typically was financed jointly by the government and the port authority, and the terminal superstructure and equipment by private operators. Fully privatized ports were the exception.

In some countries, financing basic infrastructure is considered a public task (for example, in France, Italy, and Croatia) because this part of infrastructure belongs to the public domain,

which is protected by law. To carry out construction activities or port operations in this domain, a public license is required.

The private sector has become interested in financing the construction of entire terminals, including quay walls, land reclamation, dredging, superstructure, and equipment. This has given rise to a large variety of financing and management schemes such as BOT (build-operate-transfer), BOOT (build-own-operate-transfer), and BOO (built-own-operate). Each is designed to mobilize private capital while balancing public and private interests (UNCTAD, 2006).

7.2 Financing Port Projects

To further clarify financing approaches, it is important to distinguish among investments in basic port infrastructure, operational port infrastructure, port superstructure, and port equipment. Understanding these distinctions will help in deciding which investments should be paid for by the port and which should be paid for by the local or regional community, the central government, and private investors. Table 7.1 lists various types of port assets under these four categories.

Table 7.1 Categories of Port Assets

<p>Basic Port Infrastructure:</p> <ul style="list-style-type: none"> • Maritime access channels • Port entrance. • Protective works, including breakwaters and shore protection. • Sea locks. • Access to the port for inland transport (roads and tunnels). • Rail connection between the hinterland and the port. • Inland waterways within the port area and connecting port areas with their hinterland <p>Operational Port Infrastructure:</p> <ul style="list-style-type: none"> • Inner port channels and turning and port basins. • Revetments and slopes. • Roads, tunnels, bridges, and locks in the port area. • Quay walls, jetties, and finger piers. • Aids to navigation, buoys, and beacons. • Hydro and meteorological systems. • Specific mooring buoys. • Vessel traffic management system. • Patrol and fire-fighting vessels 	<ul style="list-style-type: none"> • Docks. • Port land (excluding superstructure and paving). • Access roads to general road infrastructure. • Rail connection to general rail infrastructure, and marshalling yards. • Dry docks for ship repair. <p>Port Superstructure:</p> <ul style="list-style-type: none"> • Paving and surfacing. • Terminal lighting. • Parking areas. • Sheds, warehouses, and stacking areas. • Tank farms and silos. • Offices. • Repair shops. • Other buildings required for terminal operations. <p>Port Equipment:</p> <ul style="list-style-type: none"> • Tugs. • Line handling vessels. • Dredging equipment. • Ship and shore handling equipment. • Cargo handling equipment (apron and terminal)
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Source: World Bank, 2006

In addition to financing the construction, rehabilitation, acquisition, and maintenance of physical assets, ports may also need to finance organizational restructuring and associated labor compensation as well as working capital to support operations. In many countries, the government is responsible for financing basic infrastructure, either directly or through a

contribution to offset its cost when the project is conducted, for example, by a highway authority or a port authority(World Bank,2006).

The ways in which the government (or any other public body) funds investments are diverse(UNCTAD,2006):

- Direct investments coming from the government investment budget.
- Direct investments coming from a special (port) fund.
- Loans

7.3 Public-Private Partnerships (PPP)

As private sector involvement in financing port and other infrastructure works has increased, the tools for financing these facilities have become increasingly sophisticated and the legal conditions to be satisfied by the project more strict (Asaf,2001).

The private sector evaluates its participation in port infrastructure and superstructure projects based on the following elements(World Bank,2006):

- Expected yield.
- Strong sponsorship.
- Solid legal contracts.
 - Transparent legal framework.
- Fair and open bidding procedures.
- Credible feasibility analyses(technical, institutional, financial, economic, and environmental).
- Adequate debt/equity financing structure (for example, 65/35, 70/30, 75/25).
- The large proportion of necessary equity contributions (for example, a minimum proportion of 60 percent) due to the high risk associated with long construction and payback periods.
- The difficulty of projecting future traffic volumes.
- The capital-intensive nature of the investments.
- The continuing risks associated with operations, such as a refusal of requests for tariff adjustments, changes in tax policy, or introduction of new handling techniques that make existing facilities obsolete.

7.4 Port Financial Management

The central function of the port financial management is to control the budget of the port against the budget set by management in line with the objective of the port, policies of port management, and the government, and various rule-making bodies. For this purpose, accounting techniques are used to facilitate the planning and control of revenues and costs. Budgetary control provides an approach for estimating revenues and costs based on projected port traffic and resulting operations, and an effective control of revenues and costs in line with estimates, establishes financial policy, and cash flow requirement (Alderton, 1999).

7.5 Port Financial Performance

The financial results from port operation can be given in various forms and by the use of a variety of measures. It is customary to start with revenue and income analysis, leading to a balance sheet and operating statements. Port operational performance is often measured in terms of output per unit of resource or the facility used, such as tons per meter of effective wharf length, tons per man hours or per gang-hour, and so on. Financial performance measures introduce costs and revenues into the analysis. Typical examples of financial performance measures are (Frankel, 1987)

7.5.1 Alternative Port Financing Methods

Some of the available port financing methods in USA are given in figure 7.1. The availability of each financing alternative presented may vary among countries in which the port to be constructed. The decision by the government on private sector involvement is a strategic one, concerning the questions of how to reduce the costs to port users and how to ascertain that the transfer to the private sector will result in at least equal or better financial return to the government (UNCTAD, 2005).

The arguments frequently advanced by the government to justify privatization of ports are that (Alberghini, 2002):

Private operators will widen the range of services offered to users and will increase port traffic, because due to legislative restrictions a public operation often cannot give port users all the commercial and industrial services they may need. By contract, private operators have added profit motivation to secure more traffic and adapt the port's facilities and operations to the customers' needs. They also tend to introduce market-oriented tariffs, which makes the port more competitive and thus more attractive to its users.

Private enterprises will facilitate the financing of port works and procurement of equipment because they can secure total or partial financing from private sources. Port construction and procurement of equipment usually require large outlays, which governments seek to avoid.

Government wants safeguards that privatization will not result in higher costs for the user. As a result, privatization contracts usually contain clauses designed to mitigate such government perceived risks as well as clauses which obligate the operator/investor to fulfill certain social, economic financial and technical conditions and to adopt a policy of human resources development (Parsons, 2001).

In general, the choice of financing methods for port investment depends on the following factors (Alderton, 1999):

- Port ownership-Public or Private
- Port's current and future development and investments strategy
- Size of the investment required
- Expected returns from port capital investment and the debt capacity the port can carry.
- Expected growth rate in port demand and associated uncertainty and risk.
- Cost and benefits, terms and provisions of available financing methods and their relative effect on the degree of control of port management over its operation.

7.6 Port investment objectives

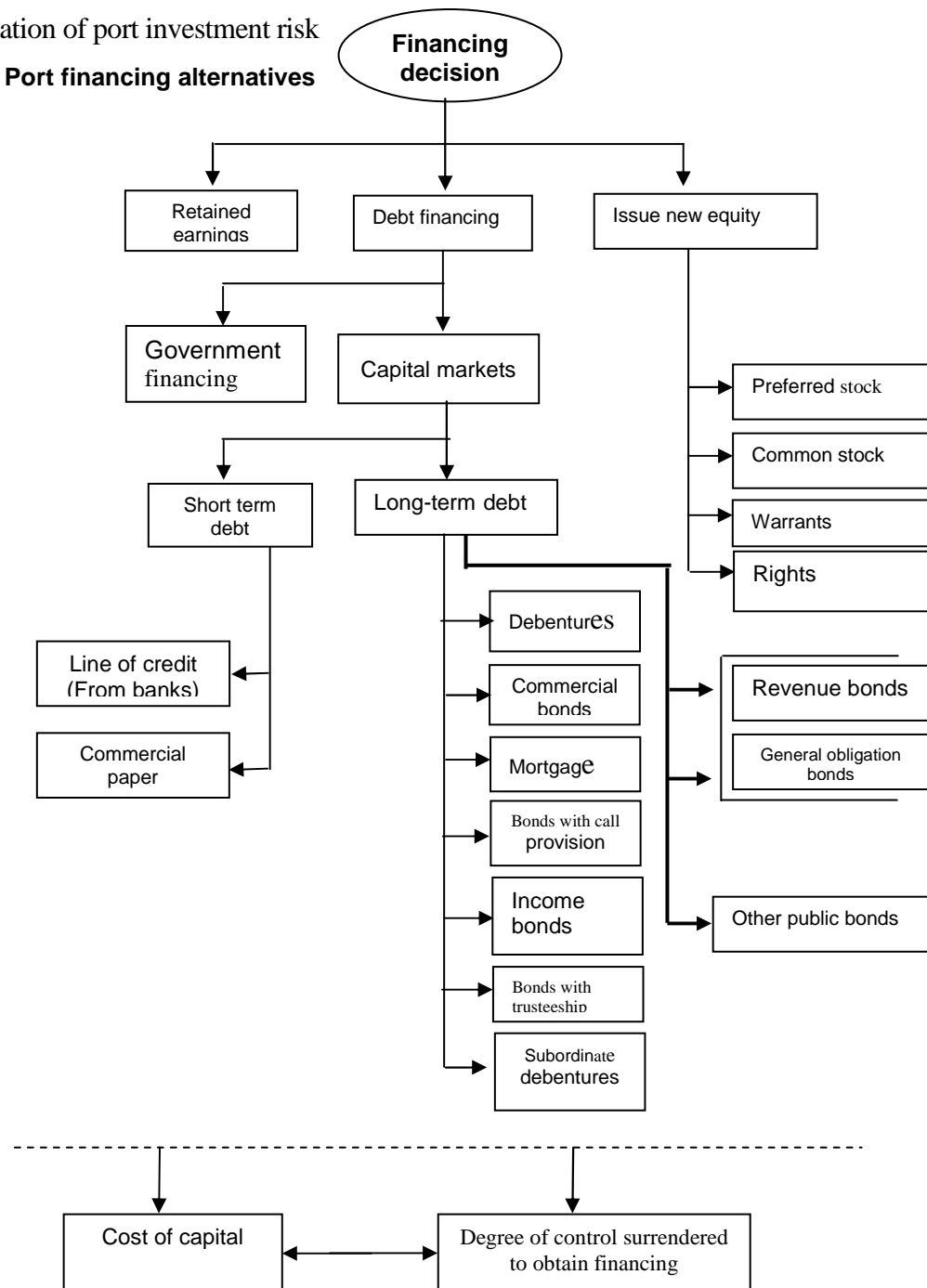
Port investment objectives differ widely among ports. They depend on port ownership, port control, port development, the role of the port, and more. The most common port investment objective is probably "economic efficiency" which can be expressed or measured in terms of the following (Frankel, 1987):

- 1) Discounted net national, regional, or local benefits such as income generated by particular port investment alternatives.
- 2) Transportation cost savings, and the resulting impact on transportation costs of trade and services.
- 3) Indirect economic benefits including secondary and multiplied effects
- 4) Impact on direct and indirect employment or unemployment
- 5) Impact on local, regional, or national economic growth.

Many ports projects use more specific objectives singly or in combination. These may include the following objectives (Ballou,1999):

- 1- Minimizing ship turnaround time in port
- 2- Maximization of port facility and resource utilization.
- 3- Maximization of port throughput in terms of ship and cargo traffic
- 4- Minimization of port costs /unit throughput or per unit time.
- 5- Maximization of port surplus(profit)
- 6- Minimization of port investment risk

Figure 7.1 Port financing alternatives



Source: UNCTAD,2005

7-Maximization of port employment

8-Minimum impact of regional (national) trade competitiveness.

7.6.1 Port Financial Risks

The investor bears all risks associated with raising the shareholders' equity or obtaining loans required for funding the project. Likewise, the investor carries all risks associated with formation of the project company (Paul & Ashar, 2001) .

Contractual documents define the relationships among the various private players involved in the project (for example, the shareholders' pact and loan agreement). Apart from raising the initial tranche of shareholders' equity and loans, the establishment of standby credit loans should also be considered because it makes it possible to fund any excess costs with which the project company may be confronted. Likewise, the interest rate fluctuation risk is carried exclusively by the operator. When projects are built or operated with the aid of subsidies, there is the risk that the government will fail to make good on its subsidy payments. This risk is relatively small where investment subsidies are concerned, as the construction phase covers a relatively short period. However, international agreements (for example, the Marrakech Accords) or the dictates of internal law can still intervene to prevent the payment of subsidies (World Bank, 2006)

7.7 Financial analysis

The purpose of financial analysis is to evaluate the financial feasibility of a project after its economic viability has been established. Financial cost-benefit analysis is performed by estimating the construction and equipment costs, annual operating costs, revenues, and financing charges (Parsons, 2001).

The main sources of port revenue come from port charges levied on ships, cargoes handled, and use of storage facilities and other assets of the port. Port tariff policy depends on many factors, such as the ownership of the port, degree of competition with other ports in the region, and the objectives of the port and the national development. Port charges, increasing progressively with the length of stay in the port, force ships to be efficient in loading and unloading in order to minimize turnaround time (Frankel, 1987).

A qualitative and quantitative assessment, of the differences in revenue and profitability of the Gaza Port for, should be done as follows(Robnson,2002):

1) Different levels of development (small regional port versus international transshipment port)

2) Different functional and management options (e.g., concession versus management contract)

3) Different mixes of public versus private sector participation (i.e., fully private versus public-private partnership).

7.8 Port ownership and operating responsibility

Any approach to port investment planning is largely dependent on the form of port ownership and operating responsibility. We distinguish between private and public ownership, operation and use of port facilities. In USA, most public or common user port facilities or terminals are owned by public (city, state, regional) port authorities that generally assume only limited operating responsibility. Specialized (largely dry or liquid bulk) terminals, on the other hand, are generally owned and operated by users or private transport companies (UNCTAD, 2006).

7.8.1 Public Sector Investment

Port industries require expensive infrastructure to be able to compete successfully. Until recently, port authorities mainly relied on contributions and subsidies from national Governments for building or improving basic infrastructure. From the European port management point of view, investment in infrastructure are to be considered as expenses made by the public in the framework of its responsibilities in physical planning, which favor generally the community as a whole and thus have much in common with public goods. These investments indeed do not intend to serve the specific commercial interest of specific port users or terminal operators (Notteboom & Winkelmanns, 2001).

In some countries, financing basic maritime infrastructure is considered a public task. For instance in France within the port area itself port infrastructure is a part from the public domain, which is protected by law, the division of investment costs in docks and quays is similar for the 'ports autonomies' (national government share by 60 % and port authority share by 40 %). Furthermore, public money is playing a major role in the EU seaport industry. Referring to the European Commission that an estimated 10 % of overall Community investment in transport infrastructure is a public money spend on ports, and that ports generally compete with each other, issues of state aid and competition policy (Alberghini, 2002)

7.8.2 Public-Private Investment

World Bank (2006) indicates that, Before 1980s, service and tool ports were mainly financed by the government. Port infrastructure of the landlord ports typically was financed by public sectors represented by the central or local government and the port authority, meanwhile the superstructure facilities were financed by the private sectors (stevedoring). The increasing role of the private sector in the port industry exerts a direct influence both on port management and operations, as well as on the way capital projects are financed. The private sector has become more interested in financing the construction of entire terminals including the infrastructure and the superstructure. This has given rise to a large variety of Financing and management schemes such as BOT (Build, Operate, Transfer), BOOT (Build, Own, Operate, Transfer), BOO (Build, Own, Operate).

There are two forms of increased economy of scale and economy of space:

- (1) "Horizontal" integration is a company owning and operating a number of terminals in various ports.
- (2) "Vertical" integration a company covering a larger scale of the total logistic chain, not only the maritime shipping line but also the stevedoring and the local transportation.

It seems possible to identify some main areas for the public sector intervention in this part of the transport sector, which may be displayed as follows (Juhel, 2001):

1. To provided financing for some basic infrastructure components, to pave the way for attract more private financing of operational facilities;
2. To ensure appropriate safety conditions in port and navigation activities, and to monitor the environment protection policy;
3. To promote better physical and operational integration of sea and land transport network.
4. To contribute the trade facilitation process at the sea/land interface, thus helping ports to act as creative partners in international trade development.

7.9 Port elements attract financial links

Several factors is play crucial role in the port investment can be identifies as Follows (World Bank, 2006):

1. Port Size, It has become clear that the size of the port and the several activities in the port areas is playing a major rule in port investments between the big port and the small one.
2. Port Management Models. The port management model playing a crucial rule in

_attracting investment in port development, which shows the advantage and the disadvantages of the port model. shows that 88 landlord ports model from 100 ports attract investment while just five fully private ports can be found (World Bank, 2006).

3. Type of Port, Different activities can be found in different ports. While a multi purpose port, which handles several different cargo have the opportunity to attract more investment to come to the several specialist terminal.
4. Port Resource, which include port land, the port income , port assets (e.g. Joint venture)
5. Financial Links, Financial links are completely related to port investment which originates from different sectors as public or private or both of them together. For example Amsterdam has the benefits from the public sector and the private sector as well.

It is necessary to keep the public sector involvement in port industry, which will help the port development for the following reasons(Alderton, 1999):

- As far as possible to let the investment to be made available by different Interests.
- It is not easy to find all the private companies to cover all activities of the port Industries.
- To let the port Authority or the public parties to be involved in the big investments such as (the break waters, lock, etc)
- The private sectors is always looking for short terms Rate of Returns (R.R.) for the investment, the public sector is more flexible.
- The private sector is not interested in safety and environment as the public sector.

7.10 Current Status, Costs of Construction and Funding

Based on information received from the PNA, the funds available to cover the cost of Construction included in the construction contract are as follows:

Dutch grant	Euro 22,843,296
French grant	Euro 19,744,902
EIB loan	US\$20,946,100
PA funds	US\$4,594,908

The construction contract includes the following items:

- Dredging of 933,000 cu m of soil to 10 m depth of water;
- Landfill;
- Paving of dandified areas

- Breakwater;
- Causeway
- Two Ro-Ro berths and one 200 m long general cargo berth,
- Underground utility conduit (trench).

It is understood that the current construction contract does not provide for a small craft harbor which was recommended in previous studies(Sofermer,1996).

No other facilities or equipment needed for Subphase IA operations (such as onshore buildings and other installations, utilities, equipment, navigational aids, tugs, and pilot boats)are included in the contract. To date no funds for onshore facilities and procurement of equipment have been committed and only order of magnitude cost estimates for these items.

CHAPTER(8)

Research Methodology

8.1 Introduction

A methodology defines how a phenomenon is studied, thus this chapter presents procedures' description used for collecting and analyzing the data to assess the problem, and providing the ground for making reliable scientific inferences.

The problem, in this research, explains the main obstacles facing the establishment of Gaza seaport. To prove this, the research would be testing the following **main hypotheses** :

- 1-There are an insignificant Human resources obstacles affected on the establishment of Gaza seaport at level of significant 0.05**
- 2-There are an insignificant Technical obstacles affected on the establishment of Gaza seaport at level of significant 0.05**
- 3-There are an insignificant Marketing obstacles affected on the establishment of Gaza seaport at level of significant 0.05**
- 4-There are an insignificant Financial obstacles affected on the establishment of Gaza seaport at level of significant 0.05**

And the following **Sub-Hypothesis** :

- 1 There is an insignificant difference between the Human Resources obstacles facing the construction of Gaza seaport and (age/Education/Major & Experience) at 0.05 level of significant.**
- 2 There is an insignificant difference between the Technical obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant**
- 3 There is an insignificant difference between the Marketing obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant**
- 4 There is an insignificant difference between the Financial obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant**
- 5 There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best suitable for Gaza seaport to be applied as question No. 2 Part III) at 0.05 level of significant.**

- 5 **There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 3 Part III) at 0.05 level of significant.**
- 6 **There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best setup for a Palestinian port for Gaza as question No. 4 Part III) at 0.05 level of significant.**

8.2 Study Variables:

The Dependant Variable in this research is the establishment of Gaza seaport. This dependant variable is affected by 4 Independent Variables, which are Human resources, Technical, Marketing and Financial factors. For studying purposes ,we ignored the other factors such as the Israeli obstacles, Regulatory obstacles and social factors as shown in Figure 8.1.

8.3 Population

The researcher has identified that the population would be :

- 1) All members of the steering committee of Gaza seaport appointed in 1994 by the president Arafat .
- 2) All the members who were sharing in any official meeting regarding Gaza seaport in the MOPIC, Port Authority and Ministry of Transport (MOT) or any other place , according to documents got from MOT archives .
- 3) The stakeholders who are affected directly from the establishment of Gaza seaport
- 4) All the Palestinian decision makers involve in this subjects such as ministers , Mayors etc....

The total population is 56. The researcher has communicated with all the population members directly or indirectly to urge them for quick response. Fortunately most of them accepted to cooperate after reverting to personal relations to encourage people to cooperate, as a result 52 questionnaires received. The remaining 4 people did not cooperate.

Population's Distribution :

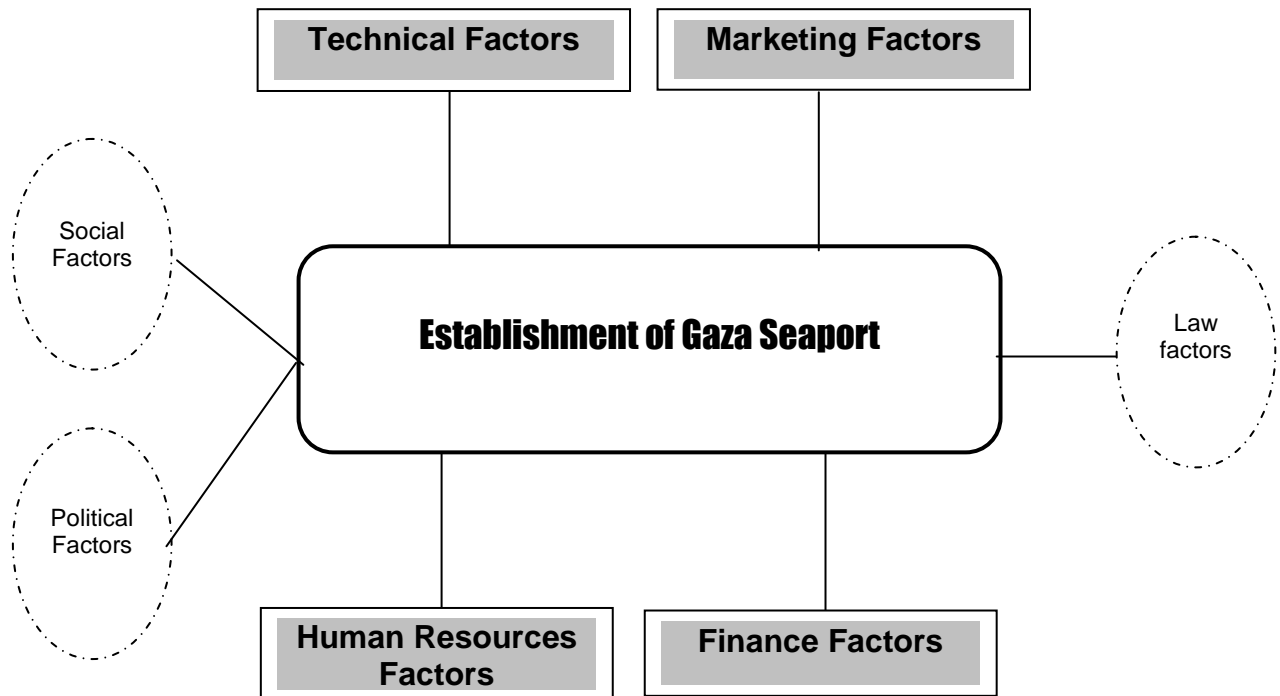
Table 8.1 Population's distribution

No	Distribution	No. Dist. Questionnaire	No. Received Questionnaire	%
1	All members of the steering committee of Gaza seaport	4	3	75
2	All the members who were sharing in any official meeting regarding Gaza seaport according to the MOT Archives as follows: <ul style="list-style-type: none"> -Ministry of Transport -Ministry of Planning and (Ex-MOPIC Ministry) -Ministry of Public Works and Housing <ul style="list-style-type: none"> -Land Authority -Municipality of Gaza -Governorate of Gaza -Marine Police Department -Environmental Affairs Authority -Ministry of Local Authorities -Ministry of Transport-Port Authority -Islamic University - AL-Aqsa University -Marine Engineering division-UNRWA 	32	30	93.75
3	The stakeholders who are affected directly from the establishment of Gaza seaport as follows: <ul style="list-style-type: none"> -Ministry of Tourism -Chamber of Commerce -Palestinian Businessmen Association -Palestinian Shippers' Council -Palestinian Economics Association -Marine Association -Ministry of Interior-Civil Defiance Department -PECDAR-Projects -Engineering Association -Local shipping company -Palestinian Islamic Bank -Authorized Custom Clearing Agent 	12	12	100
4	All the Palestinian decision makers involve in this subjects of Gaza seaport as follows: <ul style="list-style-type: none"> -Minister of Transport -Minister of National Economy -Deputy Minister of Finance -Mayor of Gaza City -Mayor of AL-Zahra City -Head of Port Authority -Head of Marine Police -Head of Land Authority 	8	7	87.5
Total		56	52	92.9

Source: Conceptual by researcher

Figure 8.1 Study Variables

GAZA SEAPORT PROJECT SYSTEM



Source: Conceptual by researcher

8.4 Tool Development and Design

The researcher thinks, since the literature review was not able enough to identify all aspects of the research thus the researcher had to revert to developing a suitable tool for the purposes of this research. The questionnaire has been the most convenient and efficient technique to obtain the data needed. The questionnaire was designed on the basis of the literature review. It was written first in English and then discussed with experts who recommended the editing and translating it into Arabic.

There are no optimal procedures to follow when formulating a questionnaire. However, there are certain general rules and guidelines that can be used, the overall rule in formulating a questionnaire is to be simple and straightforward.

The questions were designed to elicit data specific to this study, and therefore divided into six categories. These categories were shown in Appendix (1) as follows:

1-General information related to the member of population, this category asked about members themselves, such as sex, age, education, major and experience. Shown in the questions 1-9

2-Human resources obstacles may face the Gaza seaport project, such as present managerial experience of port authority's employees, coordination, Organization hierarchy, training fields, monitoring, labor issues etc, shown in the items 1-10

3- Production (Technical) obstacles may face the Gaza seaport project, such as technical experience, environmental impacts, port location, land use, draft depth, project implementation plan. shown in items 1-9

4- Marketing obstacles may face the Gaza seaport project, such as competition, Marketing analysis, private concession, Value-added services, JIT & EDI systems, investment act. Shown in items 1-13

5- Financial obstacles may face the Gaza seaport project, such Port Feasibility, financial experience, economic dependence on Israel, Land cost. Shown in items 1-9

6- Different questions represent different opinion of the society shown 1-7 based on Priorities.

In PART "II" every respondent should first select the field that he specialized in, and able to response with, and consequently answers the correspondents.

8.4.1 Pilot study

These structured questionnaires should be based on a carefully prepared set of questions piloted and refined until the researcher is convinced of their validity. Therefore the pre-testing is an important stage in the questionnaire design process, prior to finalizing the questionnaire. It involves administrating the questionnaire to a limited number of potential respondents and other knowledgeable individuals in order to identify and correct design flaws (Churchill,1995).

The Arabic version of questionnaire was tested in order to make sure that the questions were easily understood .The test was made by distributing 27 drafts to members of the society. The final questionnaire format was therefore established according to the maximum feasible amount of testing including the validity and reliability.

Comments were sought from these respondents on different aspects of the questionnaire, and few adjustments were made to it according to these collected comments and finally to be sure that the collected data were able to accomplish the objectives of the study.

8.4.2 Questionnaire administration

The structured questionnaire was finalized for the purpose of collecting the primary data. Almost one visit, to handle the questionnaire, was made to each of the society. In some cases, it took the researcher two and sometimes more visits to collect the data under different reasons. The collecting primary data dated on the period (January-March 2007).

In order to fully understanding the constraints or assumption of the study, the researcher explained to each participant of society during handling the questionnaire.

In order to overcome any reluctance on the part of society to participate in the study, the purpose of the research was explained to everyone. Some personnel relations, of the researcher and his friends, were the key factor in the rational high percentage of responded. To give more trust to the participants, the researcher asked them if they would like to see the result of the research just to send the post details as shown in figure 8.2 .

8.4.4 Returned questionnaires

The society of study was 56 participants, all the participants agreed to receive the questionnaire, and 52 of the society responded, with response rate 92.9% see table 8.2.

The researcher found all the 52 questionnaires are valid, and that because of the following up of each questionnaire at the time of receiving it back, and because of the high qualification of questionnaires' participants.

Table 8.2 Response and validity rate

Society	No. of response	Response %	Validity % of the response
56	52	92.9	100

8.5 Secondary Data

Most of the secondary data gathered for this research came from the previous studies and from publications of PNA, World Bank, USAID, UNCTAD , Donors, besides to the electronic resources available over the net, the researcher made a study tour in Felixstowe port in UK, Visit the library of the Arab Academy for science & Technology and maritime transport, Egypt. For more specific dissertations.

The researcher had done extensive search with relevant people in Ministry of Transport of Turkey, as a result finding some articles and research relevant to the research. The questionnaire was seven pages long, with 57 questions.

8.6 Tool Judgment and stability testing

- 1) Since the researcher had to develop a new questionnaire for the purposes of this research, the tool needed to be judged and its stability tested.
- 2) In order to assure high level of reliability for the developed tool the research had decided and taken the approval of the supervisor to Judge the tool on Academic and Professional fields.
- 3) On the Academic level, three from 2 local Universities judged the tool. See Appendix (3)
- 4) On the Professionals level, 4 professionals judged the tool see (Appendix). The reason for including professional judges was to assure that the statement truly addressed the critical areas from the professional perspective thus attaining cultural sensitivity of the tool.

8.7 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Nachmias&Nachmias1996). Validity has a number of different aspects and assessment approaches. There are two ways to evaluate instrument validity: content validity and statistical validity, which include criterion-related validity and construct validity.

8.7.1 Content Validity of the Questionnaire

Content validity test was conducted by consulting two groups of experts mentioned in paragraph 8.5 . The first was requested to evaluate and identify whether the questions agreed with the scope of the items and the extent to which these items reflect the concept of the research problem. The other was requested to evaluate that the instrument used is valid statistically and that the questionnaire was designed well enough to provide relations and tests between variables. The two groups of experts did agree that the questionnaire was valid and suitable enough to measure the concept of interest with some amendments.

8.7.2 Statistical Validity of the Questionnaire

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Spearman test) which measure the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity

test (Spearman test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale.

8.8 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it's supposed to be measuring (Nachmias&Nachmias1996).The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient.

It is difficult to return the scouting sample of the questionnaire-that is used to measure the questionnaire validity to the same respondents due to the different work conditions to this samples. Therefore two tests can be applied to the scouting sample in order to measure the consistency of the questionnaire. The first test is the Half Split Method and the second is Cronbach's Coefficient Alpha.

8.8.1 Half Split Method

This method depends on finding Pearson correlation coefficient between the means of odd questions and even questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. The corrected correlation coefficient (consistency coefficient) is computed according to the following equation :

Consistency coefficient = $2r/(r+1)$, where r is the Pearson correlation coefficient. The normal range of corrected correlation coefficient ($2r/ r+1$) is between 0.0 and + 1.0

8.8.2 Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency.

***Criterion Related Validity**

Nonparametric Correlations:

Table 8.3 Correlation coefficient of each item of Human resources field and the total average of each field at N=27

Field	Items	Correlation Coefficient Spearman	Sig.
Human Resources Obstacles	1	.765(**)	.000
	2	.773(**)	.000
	3	.476(**)	.006
	4	.823(**)	.000
	5	.619(**)	.000
	6	.704(**)	.000
	7	.890(**)	.000
	8	.687(**)	.000
	9	.784(**)	.000
	10	.495(**)	.004

** Correlation is significant at the 0.01 level

Table 8.3 clarifies the correlation coefficient for each item of the Human resources field and the average of the field, all the coefficient are positive (Positive correlation) and refer to significance at (0.01), which means a criterion - related validity for what is being measured.

***Reliability Statistics**

Cronbach's Alpha Method:

Table 8.4 Cronbach's Alpha for the Human resources field

Cronbach's Alpha	N of Items
.769	10

Table 8.4 shows high value, which means high reliability of the human resource field.

*** Criterion Related Validity**

Table 8.5 Correlation coefficient of each item of the Technical field and the total average of each field at N=27

Field	Items	Correlation Coefficient Spearman	Sig.
Technical Obstacles	1	.583(**)	.001
	2	.494(**)	.004
	3	.609(**)	.000
	4	.771(**)	.000
	5	.916(**)	.000
	6	.736(**)	.000
	7	.715(**)	.000
	9	.651(**)	.000
	10	.602(**)	.000

** Correlation is significant at the 0.01 level

Table 8.5 clarifies the correlation coefficient for each item of the Technical field and the average of the field, all the coefficient are positive (Positive correlation) and refer to significance at (0.01), which means a criterion related validity for what is being measured.

***Reliability Statistics**

Cronbach's Alpha Method:

Table 8.6 Cronbach's Alpha for the Technical field

Cronbach's Alpha	N of Items
.879	9

Table 8.6 shows high value, which means high reliability of the Technical field.

*** Criterion Related Validity**

Table 8.7 Correlation coefficient of each item of the Marketing field and the total average of each field at N=27

Field	Items	Correlation Coefficient Spearman	Sig.
Marketing Obstacles	1	.477(**)	.006
	2	.530(**)	.002
	3	.759(**)	.000
	4	.662(**)	.000
	5	.402(*)	.019
	6	.725(**)	.000
	7	.755(**)	.000
	8	.551(**)	.001
	9	.633(**)	.000
	10	.731(**)	.000
	11	.752(**)	.000
	12	.474(**)	.006
	13	.484(**)	.005

** Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

Table 8.7 clarifies the correlation coefficient for each item of the Marketing field and the average of the field, all the coefficient are positive (Positive correlation) and refer to significance at (0.01, 0.05), which means a criterion related validity for what is being measured.

***Reliability Statistics**

Cronbach's Alpha Method:

Table 8.8 Cronbach's Alpha for the Marketing field

Cronbach's Alpha	N of Items
.754	13

Table 8.8 shows high value, which means high reliability of the Marketing field

* Criterion Related Validity

Table 8.9 Correlation coefficient of each item of the Financial field and the total average of each field at N=27

Field	Items	Correlation Coefficient Spearman	Sig.
Financial Obstacles	1	.524(**)	.003
	2	.314	.055
	3	.451(**)	.009
	4	.364(*)	.031
	5	.754(**)	.000
	6	.343(*)	.040
	7	.426(*)	.013
	8	.676(**)	.000
	9	.595(**)	.001

** Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

Table 8.9 clarifies the correlation coefficient for each item of the Financial field and the average of the field, all the coefficient are positive (Positive correlation) and refer to significance at (0.01, 0.05), which means a content reliability for what is being measured, its good to be mentioned here that although Item 2 is positive, but its significance is more than 0.05, which means this item has no content related validity .

* Reliability Statistics

Cronbach's Alpha Method:

Table 8.10 Cronbach's Alpha for the Financial field

Cronbach's Alpha	N of Items
.472	9

Table 8.10 shows moderate value, which means a moderate reliability of the Financial field

*Reliability Statistics of all the fields Cronbach's Alpha Method

Table 8.11 Cronbach's Alpha for all the fields

Cronbach's Alpha	N of Items
.769	41

Table 8.11 shows high value, which means high reliability for all the questionnaire

***Structure Validity**

The researcher assessed the fields structure validity by calculating the correlation coefficients of each field of the questionnaire and the whole of questionnaire.

Table 8.12 correlation coefficients of each field of the questionnaire and the whole of questionnaire.

Field	Correlation Coefficient Spearman	Sig.	N
Human Resources	.576(**)	.000	47
Technical	.679(**)	.000	48
Marketing	.358(**)	.005	51
Financial	.444(**)	.001	48

** Correlation is significant at the 0.01 level

The correlation coefficient refer to significance at (0.01) level, which means a structure validity for what is being measured as shown in table 8.12.

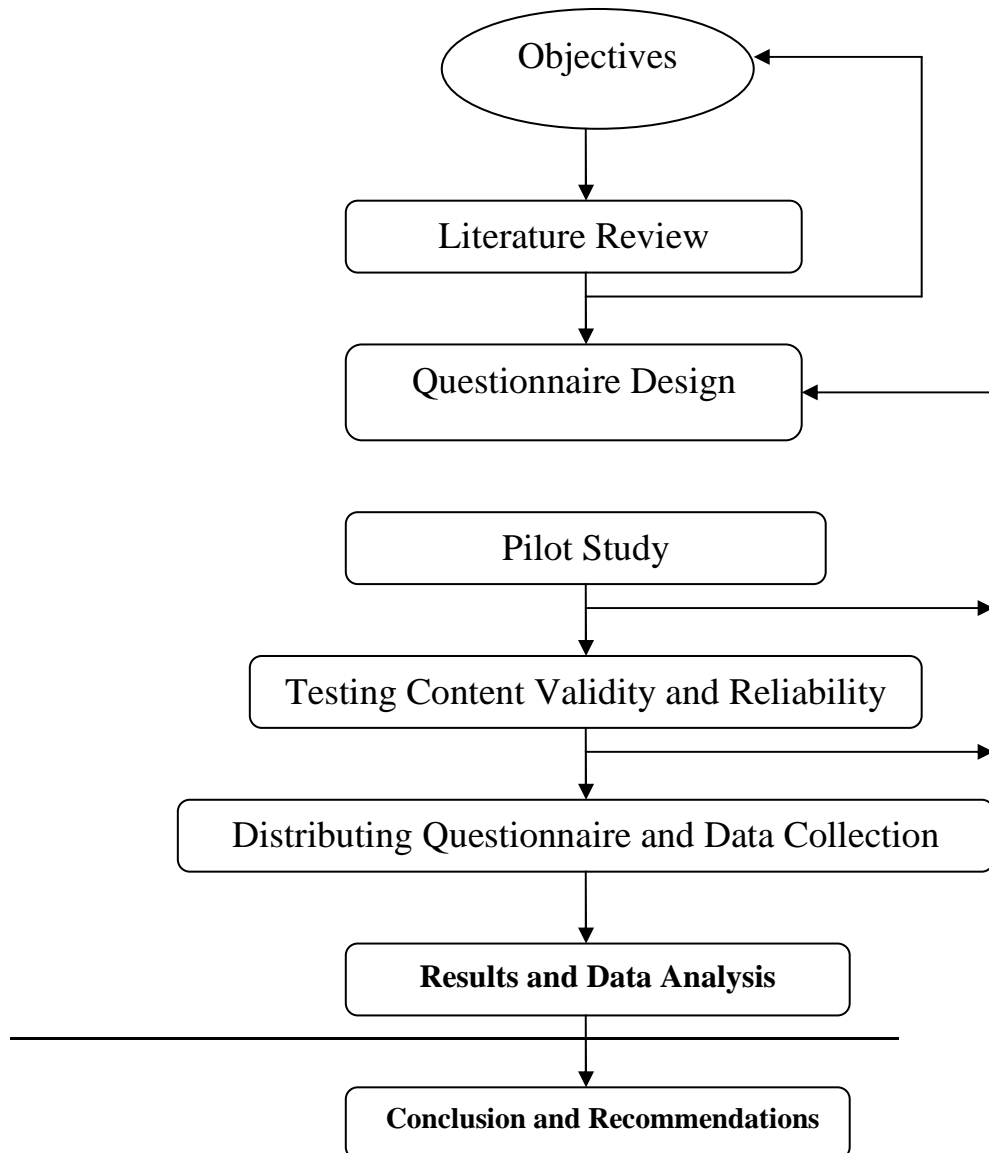
***Reliability**

Split-Half Coefficient

Table 8.13 correlation coefficient of odd questions and even questions of all the questionnaire

Part	Cronbach's Alpha value	N of Items	Total N of Items	Correlation Between Forms	Spearman-Brown Coefficient - Unequal Length	Guttman Split-Half Coefficient
Part 1	.732	21	41	.652	.790	.760
Part 2	.399	20				

Table 8.13 shows that the questionnaire had a high degree of Reliability where the Spearman-Brown Coefficient -Unequal Length is(.790).

Figure 8.2 Questionnaire administration

Source: Conceptual by researcher

8.9 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the agreement or degree of influence (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

1	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Scale	5	4	3	2	1

8.10 Research Location

The research was carried out in the Gaza Strip, because of the location of the port in Gaza, besides almost all the participants in the society exist in Gaza.

8.11 Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 15). The researcher would utilize the following statistical tools:

- 1) Cronbach's Alpha for Reliability Statistics
- 2) Spearman- Brown Coefficient for Reliability
- 3) Spearman's Rank Correlation
- 4) Frequency and Descriptive analysis
- 5) Sign Test
- 6) Kruskal-Wallis Test

CHAPTER(9)

Analysis Of The Results

9.1 Analysis of Part "I & III"

Table 9.1 Society distribution according to their age

Age	Frequency	Percent%
25-34	4	7.7
35-44	24	46.2
45-54	17	32.7
Over 55	7	13.5
Total	52	100.0

As shown in the table 9.1, from the 52 survey respondents, the participants' age were spread between aged 25 to the oldest aged over 55. The majority of them 46.2%(24) are in the age group of 35-44, and 32.7%(17) for the age group 45-54, but fewest respondents seem to be either in the age 25-34 or over 55 which represent 7.7%(4) and 13.5%(7) respectively. It is noted that the age group between 25 to 54 represents the majority with 78.9 %(45) which means that society relatively young, and can share in establishment of Gaza seaport for several years in the future.

Table 9.2 Society distribution according to their education

Qualification	Frequency	Percent%
Diploma or less	1	1.9
Bachelor	19	36.5
Master	17	32.7
PhD	15	28.8
Total	52	100.0

As shown in the table 9.2 the majority of respondents are highly educated, 98.1%(51) of them have Bachelor degree and over. which means the society has a rational high educational level and able to have a comprehensive idea and judgment about the theme studied.

Table 9.3 Society distribution according to their Major

Major	Frequency	Percent%
Engineering	22	42.4
Management	11	21.2
Port related Major	8	15.4
Other	11	21.2
Total	52	100.0

The data on area of studies (Major) are represented in table 9.3 , where 84.6%(44) of them have General major which related indirectly with Port , meanwhile 15.4%(8) of society have port related major, which is an indicator for a specific major's shortage in the society of research, who has involved in port affairs. The 84.6% of the society, which related indirectly with the port, substituted their shortage in major with their experience in the field of ports, where 42.4% of them are engineers, other 21.2% have management major, thus all of them have the basic education and rather the major to build their experience in . The other major mentioned in the table, which represents 21.2 % (11), includes Major in Economics, finance, Land planning, environment and transportation.

Table9.4 Society distribution according to their Experience

Experience	Frequency	Percent%
Less than 10	11	21.1
11-15	13	25.0
16-20	7	13.5
21 and more	21	40.4
Total	52	100.0

Table 9.4 , shows that 40.4%(21) of the society have 21 years and more experience, then 25%(13) of them have 11-15 years of experience, which means that the majority of the society has rational long experience, and makes them qualified to deal with any issue related to port , where most of them are members representing their ministries or authorities, in any official meeting, conference related to the Gaza seaport

What are the most important and required skills for the success of Gaza seaport?

Table 9.5

	Responses	
	Frequencies N	Percent%
Technical Skills	45	29.4%
Management Skills	44	28.8%
Financial Skills	34	22.2%
Marketing Skills	27	17.6%
Others Skills	3	2.0%
Total	153	100.0%

In multiple responses of the society regarding the important and required skills for the success of Gaza seaport table 9.5, it is found that 29.4% selected the technical skills, 28.8% the managerial skills, 22.2% the Financial skills and 17.6% the marketing skills, Other skills, specified by the society, where 2% mentioned skills related to Negotiation and strategic plan,

the researcher thinks that both of them are necessary, especially in the initial phases of the project.

The courses, related to the port, have the respondents participated?

Table 9.6

	Responses	
	Frequencies N	Percent %
Management courses	29	38.2%
Marketing courses	3	3.9%
Financial courses	7	9.2%
Technical courses	33	43.4%
Other courses	4	5.3%
Total	76	100.0%

In table 9.6, 43.4% of the society participated in technical courses related to the port, 38.2% participated in managerial courses, and meanwhile the other courses mentioned in the table include Negotiation, sea erosion and logistics which represent 5.3%.

The effect of training programs had upon the staff of Port?

Table 9.7

Training program	Priority
Managing port effectively	1
Being better leader	2
Better decision making	3
Time management	4
Better communication	5

In all priorities questions, the researcher used frequency tables to show the results.

Table 9.7 prioritizes the effect of training programs upon the staff of port, where "Managing port effectively " to be first in priority , this point agrees with the study of (Parsons,2001), those priorities reflects the importance of training coursed upon the staff for effective utilization of resources and the feedback benefits for the port authority and staff career.

Prioritize the basis of which senior management of the port must be aware

Table 9.8

Item	Priority
Strategic planning and setting competency-based goals of the port	1
Efficient human resource management based on creativity & establishment of career paths and proper work environment	2
Local and international laws regarding port operation	3
Marketing mechanisms and financials ability to handle costs	4
Management of ship and transportation operation logistic	5
Methods of maintaining profitability	6

Table 9.8 shows that the society selected "Strategic planning & setting competency goals of the port" to be 1st priority, in multiple responses of which senior management of the port must be aware which agrees with the study of (Ismael, 2004). The researcher agrees with the first priority result because the researcher thinks that the main function of the senior management of the ports, to know their project's long term goals, to plan the different phases of the Gaza seaport project. The researcher ensures the importance of the other priorities of which senior management of port must be aware .

What do you think is the best suitable for Gaza seaport to be applied?

Table 9.9

	Frequency	Percent%
Municipal port	1	1.9
Trust port	8	15.4
Private port	11	21.2
Public, private partnership(PPP)	32	61.5
Total	52	100.0

Table 9.9 reflects the opinion of the society regarding the suitable investment for Gaza seaport, where 61.5%(32) found Public private partnership (PPP) is the most suitable for Gaza seaport this point disagrees with the study (Parsons,2001) where recommended the utmost involvement of Private sector in Gaza seaport project, while 1.9% support the Municipal port. The researcher disagrees with this results, because, at the time the PNA has a fund shortage , it is difficult for it to share in this huge project, and may be the privatization is the only solution but not the optimum .The PNA needs a foreign partner based on BOT type business to take his authority to build , operate then transfer the ownership to the PNA , After a long term business , may reach to 50 years, and to protect the port from any possible and expected Israeli intervention.. The researcher thinks also the (PPP)...was applicable during the period 1994-2000, where PNA was able to share the private sector in any huge project as Gaza seaport, the researcher thinks that the respondents replied based on that the existing condition is an exceptional, and the normal situation in PNA, as it was before the 2nd Intifad.

What do you think the best location for the proposed Gaza seaport ?

Table 9.10

Location	Frequency	Percent%	Valid Percent%
Northern area of Gaza strip	20	38.5	40.8
Existing proposed location	12	23.1	24.5
Middle of Gaza strip	5	9.6	10.2
Southern area of Gaza strip	12	23.1	24.5
Total	49	94.2	100.0
Missing System	3	5.8	
Total	52	100.0	

Table 9.10, shows the most critical issue related to the location of Gaza seaport, where 40.8%(20) of the society support the port's location to be Northern area of Gaza strip, while 24.5%(12) support the Existing proposed location, as a total 71.2 %(37) of the society support changing the existing proposed location near the previous Netzaream settlement. This point disagree neither with the Study of (Parsons,2001) nor the (Sofermer,1996) where both of them recommended the existing proposed location for Gaza seaport. This issue is affected by many factors, such as demographic , political , technical, social, economic factors besides to the general Master plan of Gaza strip , which should be taken all in consideration .The researcher thinks that not only the technical factors as (Waves, tides, currents, topography, soil conditions, erosion etc...), as mentioned in (Parsons,2001) and (Sofermer,1996), is the main factor which judges the location of Gaza strip but other factors should be strongly taken in consideration as the Municipalities' natural expansion, Demographic factor for the long term, shortage of land in Gaza , the port's future expansion (New master plan) , the tourist and the archeological places hazards between the Fishery port and the proposed location of Gaza seaport, finally we can judge the best location of the Gaza seaport which will not be the existing proposed location.

The researcher knows that this question is so difficult to be answered, but the proposed knowledge and experience obtained by the respondents, during their sharing in meetings conferences related to the Gaza seaport, make them able to give an absolute answer, which will be as a judgment.

Which do you think the best setup for a Palestinian port?

Table 9.11

	Frequency	Percent%	Valid Percent%
A floating port using the Current fishing port	2	3.8	4.0
a permanent port	29	55.8	58.0
A floating port Until permanent construction is finished	11	21.2	22.0
None	8	15.4	16.0
Total	50	96.2	100.0
Missing System	2	3.8	
Total	52	100.0	

Table 9.11 shows the best setup for port's establishment in Palestine, where 58 % (29) of the society support the establishment of a permanent port, this point agrees either with (AL-Awoor,2005) or with (Shehata,2002) studies for their recommendation of establishment of national permanent port in Gaza. For the quick need of the seaport, 22%(11) of the society see a floating port until permanent construction port is finished. as a total 80%(40) supports the establishment of a permanent port. There is an option which represents 16%(8) who support not establishment any port in Gaza and using a regional seaport for different reasons mainly the lands' shortage in Gaza. The researcher supports the using of floating port until permanent construction is finished, because of the severe conditions facing the Palestinian merchants throughout the crossing check-points, and for the unbelievable fees paid to transfer the goods from and to the Israeli seaports.

prioritize the following according to their contribution in increasing of market share of the Gaza seaport

Table 9.12

Item	Priority
Strong marketing strategy	1
Modern facilities (EDI, container positiong, terminal planning...)	2
Attractive in-land transportation	3
Ocean accessibility	4

Table 9.12, prioritizes the factors which increase the market share of Gaza seaport, where the " Strong marketing strategy" is 1st priority , this point disagrees with (Shehata,2002) and (Bahnasy,2001) where they found that modern facilities are the first in rank among others. The researcher agrees with the first priority, because formulating a strong marketing strategy is the

comprehensive meaning for increasing the market share of Gaza seaport , and that obtained by an objective SWOT analysis.

Prioritize , the best way for financing of Gaza seaport

Table 9.13

Item	Priority
Donor funds	1
Investment from the private sector	2
Government and private collaboration financing	3
Government only financing	4

Table 9.13 prioritizes the different ways for financing of Gaza Seaport, where the " Donor fund" was 1 st priority , while " Government finance" is the last, and that obviously true because of the shortage of fund in PNA, these results seem to be in contract with results of table 9.9., This may supports my opinion, in case of no donor fund , the private sector involvement is the only applicable solution for quick establishment of Gaza seaport, the conflict may comes from not well understanding the concept of (PPP) .

Prioritize , the level of appeal to the investors interested in financing of the seaport

Table 9.14

Item	Priority
High volume of trade transactions at the port	1
Presence of main infrastructure and port facilities	2
Presence of integrated road network with the port	3
Attractive cost of the land	4

Table 9.14 shows that investors in seaport interested mostly in" High volume of trade transactions at the port" which was 1 st priority which agrees with (Parsons,2001) study, while prioritizes the " Attractive cost of the land" 4 th .The researcher agrees with this results , because the expected potential customers , who will use the seaport, are the core unit in investors' approach for selecting the investments , the other three priorities can be achieved as a result of the first one.

9.2 Discussion and interpretation of each field's items of Part "II" :

The following tables show Percentages of each item alternatives, Mean, Weight mean, Sign Test and significance for each field.

The item is considered positive, that means respondents agree (By adding the percentage of Strongly agree and agree) with the item if sign test value is positive , weight mean is more than 60%, mean is more than 3.0 and its significance level is less than 0.05.

The item is considered negative that means respondents disagree (By adding the percentage of Strongly disagree and disagree) with the item if sign test value is negative, weight mean is less than 60% , mean is less than 3.0 and its significance level is less than 0.05.

The respondent's answers are considered neutral if the significant level is more than 0.05, and this is true for all the questionnaire items.

We add the

9.2.1 The analysis of the items of the Human resources obstacles field

Table 9.15 Percentages of each item alternatives, Mean, Weight mean, Sign Test and significance of each item of the field of Human resources obstacles

Field	Item	SD%	D%	Neither%	A%	SA%	Mean(5)	Weight mean%	Sign Test Value	Sig (P-Value)
Human Resources Obstacles	1	22	29.3	24.4	24.4	0	2.51	50.2	-1.796	0.036*
	2	14.6	36.6	19.5	24.4	4.9	2.55	51	-1.761	0.042*
	3	4.9	38.1	45.2	9.5	0	2.61	52.2	-2.62	0.001**
	4	26.2	31	14.3	21.4	7.1	2.52	50.4	-1.833	0.034*
	5	9.5	28.6	28.6	31	2.4	2.88	57.6	-0.183	0.428
	6	14.3	28.6	33.3	21.4	2.4	2.69	53.8	-1.752	0.043*
	7	19	33.3	26.2	19	2.4	2.52	50.4	-2.155	0.016*
	8	14.3	16.7	35.7	28.6	4.8	2.93	58.6	0.000	0.5
	9	16.7	23.8	33.3	21.4	4.8	2.74	54.8	-0.945	0.173
	10	23.8	35.7	9.5	23.8	7.1	2.55	51	-1.784	0.037*
	Field's Total	16.5	30.2	27.1	22.5	3.6	2.65	53	-1.739	0.041*

*Mean is significant at 0.05 level

**Mean is significant at 0.01 level

Tables 9.15 shows the following results: Item No.(1), it is clear that 24.4% of the respondents agree that The present management experience of Gaza Seaport Authority (GSA) staff is capable of actively contributing the establishment of the Gaza port, but 51.3% of them disagree, and significance level at 0.036 which is less than 0.05, and in turn this denotes that respondents' opinion are negative. This point disagrees with the experience distribution of the society in table 9.4. This point agrees with the study of (Parsons, 2001).The researcher thinks that the respondents are able to criticize, if the present management experience of the GSA

staff is capable of actively contributing the establishment of the Gaza port or not, because of their direct and continuous dealing with them. Also the researcher recommends that GSA should select the utmost qualified persons (Education and experience) from different ministries of PNA before its final approval for the organization Hierarchy .

Item (2) it is clear that 29.8% of the respondents agree that There is a substantial satisfaction in the managerial performance in the management of the current Gaza sea port project, but 51.2% of them disagree, and significance level at 0.042 which is less than 0.05, and in turn this denotes that respondents' opinion are negative , this result ensures the result of item No.1 .

Item (3) it is clear that 9.5% of the respondents agree that, the level of the training programs given to the ports authority staff, regarding port management, is satisfactory but 43% of them disagree, and significance level at 0.001 which is less than 0.05, and in turn this denotes that respondents' opinion are negative, this point agrees with the study of (Parsons, 2001).The researcher thinks that ,thus there are not neither a general acceptance for the present management of GSP staff nor a satisfaction in the managerial performance, so the result obtained in item No. 3 is logic , which shows the need for training programs in port management to treat the shortage noticed.

Item (4) it is clear that 28.5% of the respondents agree that, there is a reasonable coordination between the Port Authority and other Ministries and Organization related to Port themes. but 57.2% of them disagree, and significance level at 0.034 which is less than 0.05, and in turn this denotes that respondents' opinion are negative. The researcher sees that at the initial phase of Gaza seaport, there is a need for a complete coordination between all sides in PNA.

Item (5) it is clear that 33.4% of the respondents agree that, There is an adequate and proper project management schedule to achieve the construction of Gaza Port. but 38.1% of them disagree, and significance level at 0.428 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral. The researcher thinks that the respondents were unable to form an opinion here, because of the shortage coordination between GSP and other respondents in themes related to Gaza seaport as in item No. 4.

Item (6) it is clear that 23.8% of the respondents agree that, The current proposed organization hierarchy and structure of Port Authority , contribute to the success of Gaza port project, but 42.9% of them disagree, and significance level at 0.043 which is less than 0.05, and in turn this denotes that respondents' opinion are negative, and this point agrees with the study of

(Shehata, 2002). The researcher thinks that there is a need for re-structuring of the proposed organization hierarchy of (GSA), which is a flat and needs downsizing especially that Gaza seaport project , nowadays, still an idea ,thus no need for large scale organization hierarchy. It is good to be noticed here that a draft of the proposed organization hierarchy has been delivered to every respondent to be able , according to his knowledge and experience, to criticize and answer the item.

Item (7) it is clear that 21.4% of the respondents agree that , There is a flexible and an efficient decision making mechanisms in the structure of Port Authority Hierarchy, but 52.3% of them disagree, and significance level at 0.016 which is less than 0.05, and in turn this denotes that respondents' opinion are negative.

Item (8) it is clear that 33.4% of the respondents agree that , Comprehensive quality assurance measures, were taken in consideration, on all port construction Phases studies, but 31% of them disagree, and significance level at 0.5 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral .The researcher thinks that respondents have well awareness about the concept of quality assurance measures, so they can easily answer this item.

Item (9) it is clear that 26.2% of the respondents agree that , The current port plan satisfies the requirements for integrity and swift workflow of administrative and operational jobs inside and outside the port, but 40.5% of them disagree, and significance level at 0.173 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral .

Item (10) it is clear that 30.9% of the respondents agree that , Presence of multiple administrative and operational bodies within the port construction, might lead to efficient control and optimum utilization of human and financial resources, but 59.5% of them disagree, and significance level at 0.037 which is less than 0.05, and in turn this denotes that respondents' opinion are negative. This point agrees with (Parsons,2001) . The researcher perceives , the multiple bodies system causes conflicts in the responsibilities and reflects badly on the performance of port authority.

In general table 9.26 shows that the total average of this field's items equals to 2.65, sign test value is -1.739 and significance level is 0.041, which is less than 0.05 which denotes that the respondents' opinion is **Negative**, which ensure that there are Human resources obstacles facing the establishment of Gaza seaport.

9.2.1.1 First Hypothesis Testing

The above analysis lead to the conclusion that :

"There is a significant Human resources obstacles affected on the establishment of Gaza seaport at level of significance 0.05"

9.2.2 The analysis of the items of the Production (Technical) obstacles field

Table9.16 Percentages of each item alternatives, Mean, Weight mean ,Sign Test and significance of each item of the field Technical obstacles

Field	Item	SD %	D%	Neither%	A%	SA%	Mean(5)	Weight mean%	Sign Test Value	Sig.(P-Value)
Production (Technical) obstacles	1	8.2	42.9	12.2	32.7	4.1	2.82	56.4	-1.915	0.03*
	2	13	34.8	37	10.9	4.3	2.59	51.8	-2.60	0.005**
	3	18.4	44.9	6.1	26.5	4.1	2.53	50.6	-2.212	0.014*
	4	8.3	27.1	18.8	41.7	4.2	3.06	61.2	+0.641	0.261
	5	14.3	20.4	20.4	38.8	6.1	3.02	60.4	+0.641	0.261
	6	4.2	14.6	35.4	39.6	6.3	3.29	65.8	+2.155	0.016*
	7	10.4	18.8	20.8	41.7	8.3	3.19	63.8	+1.460	0.072
	8	8.3	37.5	37.5	16.7	0	2.63	52.6	-2.373	0.009**
	9	10.2	28.6	26.5	32.7	2	2.88	57.6	-0.167	0.434
	Field's Total	10.6	30	23.7	31.3	4.4	2.87	57.4	-0.147	0.442

**Mean is significant at 0.01 level

*Mean is significant at 0.05 level

Tables 9.16 shows the following results: Item No.(1), it is clear that 36.8% of the respondents agree that, The existing Palestinian technical experience can effectively contribute to the construction of the Gaza port , but 51.1% of them disagree, and significance level at 0.03 which is less than 0.05, and in turn this denotes that respondents' opinion are negative. This agrees with (Parsons,2001) which recommended a specific training courses for the staff of GSA.

Item No.(2), it is clear that 15.2% of the respondents agree that, There is an effective strategy to treat the environmental impact during the construction of Gaza port., but 47.8% of them disagree, and significance level at 0.005 which is less than 0.05, and in turn this denotes that respondents' opinion are negative. This disagrees with the study of (Vitteveen,1996) which recommended that Gaza seaport is approved regarding the environmental impact. The researcher thinks that the respondents are able to judge and criticize this question although there was a professional study made in 1996, and may this study needs a modification in 2007.

Item No.(3), it is clear that 30.6% of the respondents agree that There is an adequate area of land, at the current location of Gaza port, for future expansions, but 63.3% of them disagree, and significance level at 0.014 which is less than 0.05, and in turn this denotes that respondents' opinion are negative .

Item No.(4), it is clear that 45.9% of the respondents agree that A highly efficient road network to the Gaza port has been taken in consideration in the previous studies, but 35.4% of them disagree, and significance level at 0.261 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral.

Item No.(5), it is clear that 44.9% of the respondents agree that ,The current location of the seaport is attuned with the overall transport network structure of the region , but 34.7% of them disagree, and significance level at 0.261 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral. The researcher thinks that the results obtained in item (4&5) were neutral, where the respondents were unable to form an opinion, and that may comes from their knowledge lack for those two items.

Item No.(6), it is clear that 45.9% of the respondents agree that The design of the current port berths and port storage area has accommodated the necessary requirements for the optimal utilization of resources , but 18.8% of them disagree, and significance level at 0.016 which is less than 0.05, and in turn this denotes that respondents' opinion are positive. The researcher thinks that most of the respondents are capable to judge and answer this items , most of them engineers and this item and others were discussed in more details during the official meetings held regarding the Gaza seaport.

Item No.(7), it is clear that 50% of the respondents agree that In designing the Gaza port, Increasing the reliability of inland transport that links a port with its hinterland, has been taken into account, but 29.2% of them disagree, and significance level at 0.072 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral.

Item No.(8), it is clear that 16.7% of the respondents agree that There is an adequate and accurate project implementation plan and schedule for the whole of the projects phases, but 45.8% of them disagree, and significance level at 0.009 which is less than 0.05, and in turn this denotes that respondents' opinion are negative. This agrees with (Parsons,2001) but disagrees with (Sofremer,1996).

Item No.(9), it is clear that 34.7% of the respondents agree that ,The present location of the Gaza sea port is suitable for supporting the competitive advantage of the project, but 38.8% of them disagree, and significance level at 0.434 which is more than 0.05, and in turn this denotes that respndents' opinion are Neutral .

It is noted that 4 items out of 9 of this field were Neutral opinion, or the respondents were unable to form a specific opinion, the researcher perceives the reason maybe , that some of respondents suffering from the lack of information, knowledge and coordination which make them unable to form a comprehensive figure about the technical factors related to Gaza seaport project.

In general table 9.27 shows that the total average of this field's items equals to 2.87, sign test value is -0.147 and significance level is 0.442, which is more than 0.05 which denotes that the respondents' opinion is **Neutral**, which ensure that the respondents were unable to form a specific opinion about the existence of Technical obstacles or not.

9.2.2.1Second Hypothesis Testing

The above analysis lead to the conclusion that **no opinion** for this Hypothes

9.2.3The analysis of the items of the Marketing obstacles field

Table9.17 Percentages of each item alternatives, Mean, Weight mean Sign Test, and significance of each item of the field Marketing obstacles

Field	Item	SD%	D%	Neither%	A%	SA%	Mean(5)	Weight mean%	Sign Test Value	Sig.(P-Value)
Marketing obstacles	1	2	18	12	50	18	3.64	72.8	+3.467	0.001**
	2	0	4	8	64	24	4.08	81.6	+6.045	0.000**
	3	0	2	30	44	24	3.9	78	+5.409	0.000**
	4	2	0	16	56	26	4.04	80.8	+6.018	0.000**
	5	0	14	20	52	14	3.66	73.2	+3.953	0.000**
	6	0	14	22	48	16	3.66	73.2	+3.843	0.000**
	7	0	4	2	58	36	4.26	85.2	+6.286	0.000**
	8	0	2	14	50	34	4.16	83.2	+6.100	0.000**
	9	0	2	40	36	22	3.78	75.6	+4.930	0.000**
	10	0	8	6	62	24	4.02	80.4	+5.543	0.000**
	11	0	12	16	64	8	3.68	73.6	+4.475	0.000**
	12	10	24	46	20	0	2.76	55.2	-1.155	0.124
	13	0	28	38	26	8	3.14	62.8	+0.359	0.360
	Field's Total	1.1	10.2	20.8	48.5	19.5	3.75	75	+6.930	0.000**

**Mean is significant at 0.01 level

Tables 9.17 shows the following results: Item No.(1), it is clear that 68% of the respondents agree that, It is possible for the Gaza Port to compete with other regional ports , but 20% of them disagree, and significance level at 0.001 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This disagree with the study of (Parsons,2001) but agree either with (Sofremer,1996) or (AL-Awoor,2005), the researcher thinks that Gaza seaport can compete with other regional ports , under what called the driven investment, and based on the assumptions of faster progress in the peace talks, with a favorable economic and political conditions for stabilizing the middle east.

Item No.(2), it is clear that 88% of the respondents agree that, There is a need for designing and implementation of electronic business-aware group service for providing the flexible collaboration maritime marketplace in Gaza Port , but 4% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This agree with the study of (Abouelsoud,2003) and (Ismail,2004) for Lattakia port as well. The researcher thinks although this item seems to be as a statement, but not taken it into consideration can be a severe obstacle facing the Gaza seaport project

Item No.(3), it is clear that 68% of the respondents agree that, There is a need for modifying the existing Term of Reference (TOR) OF Marketing analysis, but 2% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This agree with the study of (Parsons, 2001), also the researcher perceives that there is a need for TOR of marketing studies, because the existing one had been made 10 years ago, and so many factors have been changed in Palestine since that date.

Item No.(4), it is clear that 82% of the respondents agree that, There is a need for a new Marketing analysis for Gaza Port Project. , but 2% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. The researcher thinks there is a need for modifying the existing marketing strategy of the Gaza seaport , because the existing one was made a time ago, where many factors have been changed in Gaza strip and the region.

Item No.(5), it is clear that 66% of the respondents agree that, It would be better for PA to enter into agreement with a private concession under the (land lord) for the short term strategy , but 14% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This be in agreement with the

study of (Parsons,2001). The researcher thinks if the PNA has the minimum required fund to construct either the basic infrastructure or the operational infrastructure, thus it is better for PNA to go into agreement under (Landlord type), but if there is a shortage in fund, which is noticed nowadays, so it is better to go into (BOT) type for the long term as follows.

Item No.(6), it is clear that 64% of the respondents agree that, It would be better for PA to enter into agreement with a private concession under the (Build Operate Transfer BOT TYPE)_for the long term strategy, but 14% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive.

Item No.(7), it is clear that 94% of the respondents agree that, Implements new value added services, vary from other ports competitors(Ashdod, Port Said, etc..) increase the market share of the port, but 4% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This agrees with the study of (Zughbur,2005) for Gaza seaport and (Attia,2003) for Damietta port. The researcher thinks although this item seems to be as a statement, but not taken it into consideration during the operation of Gaza seaport can be an effective obstacle facing the Gaza seaport project

Item No.(8), it is clear that 84% of the respondents agree that, Applying the multi-models of The total transportation on Gaza port, may aim to real reduction of total cost of goods transportation from the producer to the final customer, but 2% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This has the same opinion as the world bank recommendation.

Item No.(9), it is clear that 58% of the respondents agree that, Taking in consideration of_(Just In Time JIT & Electronic Data Interchange EDI) approaches in port management during the design of the Gaza port, would strengthen the competitive advantage of the port., but 2% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are positive. This agrees with the studies of (Bahnasy,2001), (Ismael,2004), (Shehata,2002). The researcher thinks although this item sounds to be as a general statement, but not taken it into consideration during the design and operation of Gaza seaport can be an effective obstacle facing the Gaza seaport project to compete other regional seaports.

Item No.(10), it is clear that 86% of the respondents agree that, In Gaza port, Outsourcing some operational and administrative operations to private sector can enhance the efficiency of

services provided, but 8% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This be of the same opinion as the World Bank and UNCTAD recommendations. The researcher thinks that this item enhances and enforces the respondents approach towards the privatization of Gaza seaport activities.

Item No.(11), it is clear that 72% of the respondents agree that, Privatization of the Gaza sea port project is a major factor in the success of the project and supporting the competitive advantages., but 12% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. This agrees with (Parsons,2001) and World Bank recommendations as well.

Item No.(12), it is clear that 20% of the respondents agree that, Palestinian investment act encourages investment in the Gaza port construction, but 34% of them disagree, and significance level at 0.124 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral. The researcher thinks that the respondents may do not know well the Palestinian investment act to be able to answer this item.

Item No.(13), it is clear that 34% of the respondents agree that, In Gaza port project, risk from investor perspective arising from construction ,operating and country law , are big , but 28% of them disagree, and significance level at 0.360 which is less than 0.05, and in turn this denotes that respondents' opinion are Neutral . The researcher perceives that there is a huge investment risk related to the establishment and operation of Gaza seaport.

In general table 9.28 shows that the total average of this field's items equals to 3.75, sign test value is +6.930 and significance level is 0.000, which is less than 0.01 which denotes that the respondents' opinion is **positive**, which ensure that there is no Marketing obstacles facing the establishment of Gaza seaport.

9.2.3.1 Third Hypothesis Testing

The above analysis lead to the conclusion that :

"There is insignificant Marketing obstacles affected the establishment of Gaza seaport at level of significance 0.05 "

9.2.4 The analysis of the items of the Financial obstacles field

Table 9.18 Percentages of each item alternatives, Mean, Weight mean, Sign Test and significance of each item of the field Financial obstacles

Field	Item	SD%	D%	Neither%	A%	SA%	Mean(5)	Weight mean%	Sign Test Value	Sig.(P-Value)
Financial obstacles	1	6.4	8.5	8.5	46.8	29.8	3.85	77	+4.270	0.000**
	2	18.7	35	32	10.1	4.2	2.5	51	-2.718	0.004**
	3	0	12.8	6.4	38.3	42.6	4.11	82.2	+4.673	0.000**
	4	17	17	21.3	34	10.6	3.04	60.8	+0.658	0.256
	5	2.1	6.4	17	48.9	25.5	3.89	77.8	+4.804	0.000**
	6	0	4.3	12.8	61.7	21.3	4	80	+5.622	0.000**
	7	0	0	6.4	48.9	44.7	4.38	87.6	+6.482	0.000**
	8	0	12.8	8.5	34	44.7	4.11	82.2	+4.575	0.000**
	9	10.6	38.3	12.8	25.5	12.8	2.91	58.5	-0.625	0.266
	Field's Total	4.3	11.8	13.5	43.6	26.8	3.76	75.2	+6.635	0.000**

**Mean is significant at 0.01 level

Tables 9.18 shows the following results: Item No.(1), it is clear that 76.6% of the respondents agree that, It is financially feasible to establish the Gaza sea port, but 14.9% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents' opinion are Positive. The researcher perceives that the feasibility or the unfeasibility of Gaza seaport depends on many factors, but the researcher expects that all respondents know all these factors and can choose the absolute answer for this item, also the researcher thinks that Gaza seaport can compete with other regional ports, under what called the driven investment, and based on the assumptions of faster progress in the peace talks, with a favorable economic and political conditions for stabilizing the middle east.

Item No.(2), it is clear that 14.3% of the respondents agree that, Previous studies show a viable economic visibility in the medium and long term for the construction of the Gaza Port, but 53.7% of them disagree, and significance level at 0.004 which is less than 0.05, and in turn this denotes that respondents' opinion are Negative. This agrees with the study of (Parsons, 2001). The researcher thinks that, workable modified economic study is so important to attract potential investors in Gaza seaport project.

Item No.(3), it is clear that 80.9% of the respondents agree that, Economic dependency on Israel can be a major obstacle in the construction of Gaza port., but 12.8% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respondents

opinion are Positive. The researcher puts this questions although the Israeli obstacles were excluded, just for testifying the effect of this item and the alternative percentage presents, also the economic dependency on Israel affects on the Financial obstacles.

Item No.(4), it is clear that 44.6% of the respondents agree that, There was a substantial shortage in the financing acquisition by the Palestinian authority , not permitted the Gaza sea port to be established, but 34% of them disagree, and significance level at 0.256 which is more than 0.05, and in turn this denotes that respndents' opinion are Neutral. The researcher thinks that there was a shortage in financing acquisition by the PNA during the period of 1994- 2000, there was a delay in finding the fund to start constructing of the Gaza seaport.

Item No.(5), it is clear that 74.4% of the respondents agree that, The reasonable local tariff policy attracts more new customers into transit trade, but 8.5% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respndents' opinion are Positive. This agrees with the study of (Ismael,2004).

Item No.(6), it is clear that 83 % of the respondents agree that, There is a fast and urgent need to increase the Palestinian investments spending in construction of Gaza sea port, but 4.3% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respndents' opinion are Positive. The researcher thinks the need for urgent spending and investment in Gaza seaport, because of the project's importance for the national economy of PNA.

Item No.(7), it is clear that 93.6 % of the respondents agree that, Availability of a modified master plan, supported by a technical feasibility analysis, will be an important instrument in attracting potential investors for Gaza port., but 0% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respndents' opinion are Positive. The researcher perceives that the Availability of a modified master plan is the first step towards the establishment of Gaza seaport.

Item No.(8), it is clear that 78.7% of the respondents agree that, There is a need for a new economic study for the Gaza Port Project, but 12.8% of them disagree, and significance level at 0.000 which is less than 0.05, and in turn this denotes that respndents' opinion are Positive. The researcher thinks that economic study is so important to attract potential investors in Gaza seaport project.

Item No.(9), it is clear that 38.3 % of the respondents agree that, The overpriced cost for land is a major obstacle for the construction of Gaza port, but 48.9% of them disagree, and significance level at 0.266 which is more than 0.05, and in turn this denotes that respondents' opinion are Neutral. The researcher thinks that if the project of Gaza seaport will be established on the proposed location, maybe the price of land will be obstacles , and should be paid from the PNA to the people as compensation for their own lands, but , if this location changed to the northern area of Gaza strip, where the lands there are public, so the land price will not effective obstacle.

In general table 9.29 shows that the total average of this field's items equals to 3.76, sign test value is +6.635 and significance level is 0.000, which is less than 0.05 which denotes that the respondents' opinion is **Positive**, which ensure that there is no Financial obstacles facing the establishment of Gaza seaport.

Here the researcher should stand for a while, is this result a real ? How does it come that the PNA has no financial obstacles affected on non- establishment of Gaza seaport ? .

Nowadays, the researcher thinks that there are financial obstacles in the PNA, but during the period 1994- 2000 , the PNA was able to secure a fund for establishment the Gaza seaport, there were not any financial obstacles, a huge budget and donors fund were approved for the infrastructure sector. May be the respondents here wanted , somehow, to blame the PNA on their shortage of not establishment of Gaza seaport.

9.2.4.1 Fourth Hypothesis Testing

The above analysis lead to the conclusion that :

"There is an insignificant Financial obstacles affected the establishment of Gaza seaport at level of significant 0.05 "

Sub-hypothesis

The researcher used **Kruskal-Wallis Test** to testify all the Sub-Hypothesis as follows:

1. **There is an insignificant difference between the Human obstacles facing the construction of Gaza seaport and (age/Education/Major & Experience) at 0.05 level of significant.**

Table9.19

Characteristic	Chi-square	df	Sig(P-Value).
Age	0.881	3	0.830
Education	4.07	2	0.131
Major	4.808	3	0.186
Experience	3.948	5	0.557

To test this Sub-Hypothesis , the researcher used Kruskal-Wallis Test to measure the interaction between the Human resources obstacles facing the construction of Gaza seaport and (age / Education/Major & Experience) at 0.05 level of significant. Table 9.19 shows that Chi-Square value , with the degree of freedom , while the sig (P-Value) is more than 0.05 which means that no correlation between the Human obstacles facing the construction of Gaza seaport and (age / Education/Major & Experience) at 0.05 level of significant.

2. **There is an insignificant difference between the Technical obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant**

Table 9.20

Characteristic	Chi-square	df	Sig (P-Value).
Age	0.860	3	0.835
Education	4.129	3	0.248
Major	2.858	3	0.414
Experience	7.624	5	0.178

To test this Sub-Hypothesis , the researcher used Kruskal-Wallis Test to measure the interaction between the Technical obstacles facing the construction of Gaza seaport and (age / Education/Major & Experience) at 0.05 level of significant. Table 9.20 shows that Chi-Square value , with the degree of freedom , while the sign. Value is more than 0.05 which means that no correlation between the Technical obstacles facing the construction of Gaza seaport and (age / Education/Major & Experience) at 0.05 level of significant.

3. There is an insignificant difference between the Marketing obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant

Table 9.21

Characteristic	Chi-square	df	Sig(P-Value).
Age	4.647	3	0.200
Education	5.525	3	0.137
Major	10.640	3	0.014
Experience	3.233	5	0.664

To test this Sub-Hypothesis, the researcher used Kruskal-Wallis Test to measure the interaction between the Marketing obstacles facing the construction of Gaza seaport and (age / Education/Major & Experience) at 0.05 level of significant. Table 9.21 shows that Chi-Square value, with the degree of freedom, while the sign. Value is more than 0.05 which means that no correlation between the Technical obstacles facing the construction of Gaza seaport and (age / Education & Experience) at 0.05 level of significant. But there is a positive correlation between the Marketing obstacles facing the construction of Gaza seaport and the Major at 0.05 level of significant, where its sign. is 0.014 less than 0.05 and Chi-Square value is 10.64, and as shown in Table 9.33 the most differences in Marketing obstacles can noticed clearly on Port related major with Max mean Rank=28.69, followed by other engineering major with and Mean rank=22.32

Table 9.22

Major	Mean Rank
Civil Engineering	11.65
Other engineering	22.32
Management	18.85
Port related Major	28.69
Total	

4. There is an insignificant difference between the Financial obstacles facing the construction of Gaza seaport and the (age/Education/Major & Experience) at 0.05 level of significant

Table 9.23

Characteristic	Chi-square	df	Sig(P-Value).
Age	0.02	3	0.977
Education	0.774		0.679
Major	8.358	3	0.039
Experience	6.861	5	0.231

To test this Sub-Hypothesis, the researcher used Kruskal-Wallis Test to measure the interaction between the financial obstacles facing the construction of Gaza seaport and (age / Education/Major & Experience) at 0.05 level of significant. Table 9.23 shows that Chi-Square value, with the degree of freedom, while the sign. Value is more than 0.05 which means that no correlation between the Financial obstacles facing the construction of Gaza seaport and (age / Education & Experience) at 0.05 level of significant. But there is a positive correlation between the Financial obstacles facing the construction of Gaza seaport and the Major at 0.05 level of significant, where its sign. is 0.039 less than 0.05 and Chi-Square value is 8.358.

Table 9.24

Major	Mean Rank
Civil Engineering	13.33
Other engineering	21.86
Management	13.25
Port related Major	24.94
Total	

and as shown in Table 9.24 the most differences in Financial obstacles can noticed clearly on Port related major with Max mean Rank=24.94, followed by other engineering major with Mean rank=21.86

The researcher thinks that the differences appear mainly on the major Characteristic either on marketing or on financial obstacles, and these differences appears in port related major, which ensures its differentiation from other major.

- 5. There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best suitable for Gaza seaport to be applied as question No. 2 Part III) at 0.05 level of significant.**

Table 9.25

Characteristic	Chi-square	df	Sig (P-Value).
Human Obstacles	2.674	2	0.263
Technical obstacles	3.001	2	0.223
Marketing obstacles	1.886	3	0.596
Financial obstacles	2.771	5	0.231

To test this Sub-Hypothesis, the researcher used Kruskal-Wallis Test to measure the interaction between the obstacles facing the construction of Gaza seaport and (The best suitable for Gaza seaport to be applied as question No. 2 Part III) at 0.05 level of significant. Table 9.25 shows that Chi-Square value, with the degree of freedom, while the sign. Value is more than 0.05 which means that no correlation between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best suitable for Gaza seaport to be applied as question No. 2 Part III) at 0.05 level of significant.

- 6. There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 3 Part III) at 0.05 level of significant.**

Table 9.26

Characteristic	Chi-square	df	Sig (P-Value).
Human Obstacles	6.038	3	0.110
Technical obstacles	2.747	3	0.432
Marketing obstacles	0.745	3	0.863
Financial obstacles	11.011	3	0.012

To test this Sub-Hypothesis, the researcher used Kruskal-Wallis Test to measure the interaction between the obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 3 Part III) at 0.05 level of significant. Table 9.26 shows that Chi-Square value, with the degree of freedom, while the sign. Value is more than 0.05 which means that no correlation between the (Human, technical, marketing obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 3 Part III) at 0.05 level of significant. While there is a positive correlation between the financial obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 3 Part III) at 0.05 level of significant. Where Chi-square 11.011 and sig. is 0.012 which is less than 0.05

- 7. There is an insignificant difference between the (Human, technical, marketing and finance obstacles facing the construction of Gaza seaport and (The best setup for a Palestinian port for Gaza as question No. 4 Part III) at 0.05 level of significant.**

Table 9.27

Characteristic	Chi-square	df	Sig (P-Value).
Human Obstacles	4.524	3	0.210
Technical obstacles	8.746	3	0.033
Marketing obstacles	2.100	3	0.552
Financial obstacles	7.628	3	.054

To test this Sub-Hypothesis, the researcher used Kruskal-Wallis Test to measure the interaction between the obstacles facing the construction of Gaza seaport and (The best setup for a Palestinian port for Gaza as question No. 4 Part III) at 0.05 level of significant. Table 9.27 shows that Chi-Square value, with the degree of freedom, while the sign. Value is more than 0.05 which means that no correlation between the (Human, marketing and financial obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 4 Part III) at 0.05 level of significant. While there is a positive correlation between the Technical obstacles facing the construction of Gaza seaport and (The best location for the proposed Gaza seaport as question No. 4 Part III) at 0.05 level of significant. Where Chi-square 8.746 and sig. is 0.033 which is less than 0.05

CHAPTER(10)

Conclusions and Recommendations

10.1 Conclusions

- The Senior management of the port must be aware about negotiation skills and strategic planning and setting competency-based goals of the port.
- The existing proposed location of Gaza seaport, should be changed .
- The society supports the establishment of a permanent port in Gaza strip.
- The PNA should enter into agreement with a private concession under the (land lord Type) for the short term, If the PNA, is able to fund the construction of the basic infrastructure of Gaza seaport, while It should enter into agreement with a private concession under the (Build Operate Transfer BOT Type) for the long term strategy without leading neither to monopoly nor oligopoly nor higher costs.
- The present management experience for Port Authority staff is not capable of actively contributing the establishment of the Gaza port, and also see that there is not a substantial satisfaction in the managerial performance in the management of the current Gaza sea port project during the last period..
- The level of the training programs given to the ports authority staff, in regards port management, is not satisfied .
- There is an unreasonable coordination between the Port Authority and other Ministries and Organization related to Port themes.
- The current proposed organization hierarchy and structure of Port Authority, are not able to contribute to the success of Gaza port project , and the decision making mechanisms are an inflexible and inefficient.

- There are significant Human resources obstacles affected on the establishment of Gaza seaport.
- The existing Palestinian technical experience can not effectively contribute to the construction of the Gaza port.
- There is an ineffective strategy to treat the environmental impact during the construction of Gaza port.
- Gaza seaport can compete with other regional ports
- It is financially feasible to establish the Gaza sea port.
- The Availability of a well modified master plan , supported by a feasibility analysis, will be an important instrument in attracting potential investors for Gaza port.

10.2 Recommendations

According to the previous conclusion we can reach to the following recommendations:

- It is recommended, the changing of the existing proposed location (In sheikh- ejleen area)
- It is recommended the establishment of a permanent port in Gaza .
- It is recommended that, PNA should enter into agreement with a private concession under the (land lord type) for the short term strategy If the PNA , is able to fund the construction of the basic infrastructure of Gaza seaport, while it would be better for PNA to enter into agreement with a private concession under the (Build Operate Transfer BOT TYPE) for the long term strategy, without leading this process neither to monopoly nor oligopoly nor higher costs . Privatization of Gaza seaport is considered one of the major factor in the success of the project and supporting its competitive advantages, where Outsourcing some operational and administrative transactions to private sector enhance the efficiency of services provided by taking into consideration the Specific Palestinian environment for gradual transformation from Public to Privatization , It is recommended also to limit the role of government within operations of rescue, security checks, and setting the guidelines for fees and customs, inside Gaza seaport. Here one of the aims of the study achieved , by Encouraging the private sector to invest in the different phases of the operations of the projects and all related industries and services.
- There is a need for providing the Gaza seaport Authority with the utmost qualified persons (Education and port related experience) to take their responsibilities for actively contributing in the establishment of the Gaza port either in the period of construction or operation , and to achieve a substantial satisfaction in the managerial performance in Gaza seaport project.
- It is recommended that PNA should enforces the reasonable coordination between the Port Authority and other Ministries and Organization in subjects related to the Gaza seaport project, and puts the clear procedures and the tools for achieving that.

- There is a need for re-organizing the proposed organization hierarchy and structure of Port Authority, in order to be able to contribute in the success of Gaza seaport project, taken in consideration, 1) the different phases of the project 2) the Human resources required according to each phase, 3) the flexibility and the efficiency of decision making mechanisms in the structure of Port Authority Hierarchy.
- There is a need for a comprehensive and updating training courses related to the port in the field of Management, Marketing, Finance and Technical as well, taking into consideration the efficient utilization of the local and international training agreements. It is recommended also, the senior management of the port, must be aware about Strategic planning and setting competency-based goals of the port, and pioneer negotiation skills at all the phases of construction and operation of Gaza seaport project. These skills will be needed in the negotiation with the private sector, to prepare the contracts' terms of references and conditions in all phases of project either in Construction or in operation as well. The researcher thinks that Introducing a program for port management in Palestinian academic institutions can highly influence the human capabilities of the Gaza port management.
- It is recommended to put an effective strategy to treat the environmental impact during the construction and operation of Gaza seaport, by modifying the existing one according to the new variables occurred.
- It is recommended to modify the existing Term of Reference (TOR) of marketing analysis of the Gaza seaport to be suitable for the new variables occurred.
- It is recommended to modify the existing General Master Plan, and supporting it with a workable technical and economic feasibility analysis, as important tools in attracting potential investors for Gaza seaport project.
- It is recommended to put a comprehensive strategy to solve all the problem of Human resources obstacles which affect on the establishment of Gaza seaport, as a preparation stage,

before the establishment of Gaza seaport .This strategy should be made by the port authority and the sharing of all ministries and institutions involve in port themes.

The researcher thinks, by the above mentioned recommendations , the aims of this study have been achieved as Recognize the obstacles facing the establishment of the Gaza sea port, Providing recommendations that will contribute to sorting out issues and problems facing the process of establishment and operating the Gaza seaport , Gathering and recognizing the experts judgments and opinions for different obstacles of Gaza seaport, and finally Encouraging the private sector to invest in the different phases of the operations of the projects and all related industries and services.

10.3 Proposed Future Studies

-It is suggested that , there is a need for deeper studies , for every field of the obstacles separately, the Human, Technical, Marketing and Financial, besides to Law, social and Political obstacles.

-There is a need for making a module for Gaza seaport, based on simulation.

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Appendix(1)

QUESTIONNAIRE:

Managerial Obstacles Facing Gaza Sea Port Project

Please tick or complete as appropriate :

PART "I"

1. Name of ministry / organization; (.....)

2. sex Male Female
 3. Age Less than 25 years 25-34 35-44
 45-54 Over 55

4. Education /Qualification Diploma or less Bachelor Master
 PhD Other, Pls specify.....

5. Major : Civil engineering Other engineering
 Management Port related Major
 Other, Pls specify

6. Years Of Experience: Less than 5 Years 5-10 11-15
 16-20 21-25 More than 26

7. In your opinion-What is the most important and required skills for the success of Gaza Port Project?
 (you can tick more than one choice)

Technical skills Management skills Financial Skills
 Marketing skills Others, Pls specify

8. The courses, Related to the port, have you participated? (you can tick more than one choice)

Management Marketing Financial
 Technical Other, please specify

9. Prioritize the following, thus the effect of training programs had upon the staff of
 Ports? (please number them 1,2,3,4 in level of impact , 1 top)

Better communication Being better leader Better decision making
 Time management Managing port effectively Others,
 Pls specify.....

PART" II "

Please tick the field you are specialized in and able to response with and answer the correspondents :

*Human Resources field

*Production (Technical) field

*Marketing Field

*Financial Field

Field I : Human Resources components

How would you agree/disagree with the following statements?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	The present management experience for Port Authority staff is capable of actively contributing the establishment of the Gaza port					
2	There is a substantial satisfaction in the managerial performance in the management of the current Gaza sea port project.					
3	The level of the training programs given to the ports authority staff, in regards port management, is satisfied.					
4	There is a reasonable coordination between the Port Authority and other Ministries and Organization related to Port themes.					
5	There was an adequate and proper project management schedule to achieve the construction of Gaza Port.					
6	The current proposed organization hierarchy and structure of Port Authority ,contribute to the success of Gaza port project					
7	There is a flexible and an efficient decision making mechanisms in the structure of Port Authority Hierarchy.					
8	Comprehensive quality assurance measures, were taken in consideration, on all port construction Phases studies.					
9	The current port plan satisfies the requirements for integrity and swift workflow of administrative and operational jobs inside and outside the port.					
10	Presence of multiple administrative and operational bodies within the port construction, might lead to efficient control and optimum utilization of human and financial resources.					

Field 2:Production (Technical) Components

How would you agree/disagree with the following statements?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	The existing Palestinian technical experience can effectively contribute to the construction of the Gaza port.					
2	There is an effective strategy to treat the environmental impact during the construction of Gaza port.					
3	There is an adequate area of land, at the current location of Gaza port, for future expansions.					
4	A highly efficient road network to the Gaza port has been taken in consideration during the studies concerning the Gaza seaport.					
5	The current location of the sea port is attuned with the overall transport network structure of the region.					
6	The design of the current port berths and port storage area has accommodated the necessary requirements for the optimal utilization of resources in the future.					
7	In designing the Gaza port, Increasing the reliability of inland transport that links a port with its hinterland, has been taken into account.					
8	There is an adequate and accurate project implementation plan and schedule for the whole of the projects phases					
9	The present location of the Gaza sea port is suitable for supporting the competitive advantage of the project.					

Field 3: Marketing components

How would you agree/disagree with the following statements?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	It is possible for the Gaza Port to compete with other regional ports.					
2	There is a need for designing and implementation of electronic business-aware group service for providing the flexible collaboration maritime marketplace in Gaza Port.					
3	There is a need for modifying the existing Term of Reference (TOR) OF Marketing analysis					
4	There is a need for a new Marketing analysis for Gaza Port Project.					
5	It would be better for PA to enter into agreement with a private concession under the(land lord) for the short term strategy .					
6	It would be better for PA to enter into agreement with a private concession under the (Build Operate Transfer BOT TYPE) for the long term strategy.					
7	Implements new value added services, vary from other ports competitors(Ashdod, Port Said, etc..) increase the market share of the port.					
8	Applying the multi-models of The total transportation on Gaza port, may aim to real reduction of total cost of goods transportation from the producer to the final customer.					
9	Taking in consideration of(Just In Time JIT & Electronic Data Interchange EDI) approaches in port management during in the design of the Gaza port , would strengthen the competitive advantage of the port.					
10	In Gaza port, Outsourcing some operational and administrative operations to private sector can enhance the efficiency of services provided.					
11	Privatization of the Gaza sea port project is a major factor in the success of the project and supporting the competitive advantages.					
12	Palestinian investment act encourage investment in the Gaza port construction.					
13	In Gaza port project, risk from investor perspective arising from construction ,operating and country law , are big					

Field 4 : Financial Components

How would you agree/disagree with the following statements?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	It is financially feasible to establish the Gaza sea port					
2	Previous studies show a viable economic visibility in the medium and long term for the construction of the Gaza Port					
3	Economic dependence on Israel can be a major obstacle in the construction of Gaza port.					
4	There was a substantial shortage in the financing acquisition by the Palestinian authority , not permitted the Gaza sea port to be established.					
5	The reasonable local tariff policy attracts more new customers into transit trade					
	There is a fast and urgent need to increase the Palestinian investments spending in construction of Gaza sea port					
7	Availability of a master plan, supported by a feasibility analysis, will be an important instrument in attracting potential investors for Gaza port.					
8	There is a need for a new economic study for the Gaza Port Project					
9	The overpriced cost for land is a major obstacle for the construction of Gaza port					

Appendix(2)

استبيان

المعوقات الإدارية التي تواجه مشروع ميناء غزة البحري

الجزء الأول:

الرجاء اختيار أو تكملة ما يلي :

1- اسم الوزارة أو الهيئة (.....)	
2- الجنس:	<input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
3- العمر:	<input type="checkbox"/> اقل من 25 سنة <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 55- فما فوق
4- المؤهل:	<input type="checkbox"/> دبلوم أو اقل <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه <input type="checkbox"/> غير ذلك: (الرجاء التوضيح)
5- التخصص :	<input type="checkbox"/> هندسة مدنية <input type="checkbox"/> تخصص هندسي آخر <input type="checkbox"/> إدارة <input type="checkbox"/> تخصص في مجال الموانئ <input type="checkbox"/> غير ذلك (الرجاء التوضيح) :
6- عدد سنوات الخبرة :	<input type="checkbox"/> اقل من 5 سنوات <input type="checkbox"/> 5-10 <input type="checkbox"/> 11-15 <input type="checkbox"/> 16-20 <input type="checkbox"/> 21-25 <input type="checkbox"/> أكثر من 26 سنة
7- بوجهة نظرك- ما هي المهارات المهمة والمطلوبة لإنجاح إدارة مشروع ميناء غزة البحري ؟ (يمكنك تحديد أكثر من اختيار واحد)	<input type="checkbox"/> مهارات فنية <input type="checkbox"/> مهارات إدارية <input type="checkbox"/> مهارات تمويلية <input type="checkbox"/> مهارات تسويقية <input type="checkbox"/> غير ذلك (الرجاء التوضيح) :
8- البرامج التدريبية التي قمت بالاشتراك فيها ذات العلاقة بالموانئ البحرية ؟ (يمكنك تحديد أكثر من اختيار واحد)	<input type="checkbox"/> إدارية <input type="checkbox"/> تسويقية <input type="checkbox"/> تمويلية <input type="checkbox"/> فنية <input type="checkbox"/> غير ذلك (الرجاء التوضيح):
9- رتب مايلي من حيث الأثر الذي تتركه برامج التدريب المختلفة على الكادر البشري لسلطة الموانئ ؟ (الرجاء ضع الأرقام 1,2,3 الخ.... والتي تمثل درجة التأثير، حيث رقم 1 يمثل القمة)	<input type="checkbox"/> قدرة على الاتصال أفضل <input type="checkbox"/> قدرة على القيادة أفضل <input type="checkbox"/> قدرة على اتخاذ القرار أفضل <input type="checkbox"/> إدارة الوقت بشكل أفضل <input type="checkbox"/> إدارة الموانئ بشكل أفضل <input type="checkbox"/> غير ذلك (الرجاء التوضيح):

الجزء الثاني:

الرجاء اختيار مجال اختصاصك والذي تستطيع التجاوب معه ثم أجب عليه لاحقا:

- *المجال المتعلق بالكادر البشري * المجال المتعلق بالجانب الفني
* المجال المتعلق بالتسويق * المجال المتعلق بالجانب التمويلي

المجال الأول : العناصر المتعلقة بالكادر البشري:

ما مدى موافقتك على الجمل التالية؟

الرقم	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.					الخبرات الإدارية الحالية للكادر البشري في سلطة الموانئ قادرة على المشاركة الفعالة في إنشاء ميناء غزة البحري.
2.					هناك رضا واضحا من أداء الكادر البشري في مشروع إنشاء ميناء غزة البحري خلال الفترة السابقة.
3.					مستوى البرامج التدريبية المقدمة لموظفي سلطة الموانئ بما يتعلق بإدارة الموانئ يعتبر مرضيا .
4.					هناك تنسيقا مقبولا بين سلطة الموانئ وبقية الوزارات والهيئات ذات العلاقة بميناء غزة البحري .
5.					كان هناك جدولة مشروع متكاملة ودقيقة لإدارة مشروع ميناء غزة البحري.
6.					الهيكل التنظيمي الحالي المقترح لسلطة الموانئ، يساهم في نجاح مشروع إنشاء ميناء غزة البحري مستقبلا .
7.					يوجد مرونة وكفاءة في عملية اتخاذ القرار في هيكل سلطة الموانئ البحرية.
8.					في الدراسات المتعلقة بإنشاء ميناء غزة ، تم الأخذ بالاعتبار لمفاهيم الجودة الشاملة في مجمل مراحل العملية .
9.					التخطيط الحالي لمشروع ميناء غزة البحري، يلبي الحاجة للتكامل والانسيابية في الوظائف الإدارية والتشغيلية داخل وخارج الميناء.
10.					تعدد الأجهزة التي تتولى مسؤوليات الوظائف الإدارية في الميناء ، يؤدي إلى كفاءة في أداء الرقابة وحسن استغلال الموارد المادية والبشرية

المجال الثاني :العناصر المتعلقة بالجانب الإنتاجي (الفني):

ما مدى موافقتك على الجمل التالية؟

الرقم	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.					الخبرة الفنية الفلسطينية الموجودة تستطيع وبفاعلية المشاركة في بناء ميناء غزة البحري
2.					يوجد إستراتيجية فعالة لمعالجة التأثيرات البيئية خلال مرحلة بناء ميناء غزة البحري
3.					في الموقع الحالي للميناء، يوجد مساحة كافية من الأرض لأي توسع مستقبلي للميناء
4.					في الدراسات المتعلقة بميناء غزة ، تم الأخذ بالحسبان وجود شبكة طرق ذات فاعلية عالية مرتبطة بميناء غزة
5.					الموقع الحالي للميناء جاء متناغما مع هيكل شبكة المواصلات الكلية للمنطقة.
6.					تصميم أرصفة الميناء والمساحة المخصصة للتخزين بشكليهما الحالي أخذت بالاعتبار الاحتياجات الضرورية للاستغلال الأمثل للموارد مستقبلا.
7.					في الدراسات المتعلقة بتصميم ميناء غزة، تم الأخذ بالحسبان وجود شبكة مواصلات مؤهلة بين الميناء وامتداده بالمنطقة الخلفية .
8.					يوجد جدول وخطة دقيقة لإدارة عملية مشروع إنشاء ميناء غزة بكافة أطواره المختلفة.
9.					موقع ميناء غزة البحري الحالي مناسب لدعم الميزة التنافسية لمشروع ميناء غزة البحري.

المجال الثالث:العناصر المتعلقة بالتسويق:

ما مدى موافقتك على الجمل التالية؟

الرقم	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.					من الممكن لميناء غزة البحري أن ينافس بقية الموانئ الإقليمية المجاورة.
2.					هناك حاجة لتصميم وتطبيق خدمة التجارة الالكترونية، وذلك لمزيد من المرونة والتكامل في التجارة البحرية لميناء غزة البحري مستقبلا .
3.					هناك حاجة لإعادة صياغة نطاق وشروط الصلاحية(Terms Of Reference) لتحليل السوق الموجود ضمن الدراسات السابقة للميناء.
4.					هناك حاجة إلى تحليل سوق جديد (New Marketing Analysis) لمشروع إنشاء ميناء غزة البحري.
5.					من المفضل للسلطة الفلسطينية أن تعقد اتفاقية مع القطاع الخاص على شكل امتياز تحت ما يسمى(LAND LORD) على المدى القصير.
6.					من المفضل للسلطة الفلسطينية- على المدى الطويل- الدخول في اتفاقية امتياز لقطاع خاص على شكل (Build Operate Transfer BOT)TYPE لإنشاء ميناء غزة البحري.
7.					تطبيق خدمات ذات قيمة إضافية، متميزة عن الخدمات المقدمة من الموانئ المنافسة، تؤدي إلى زيادة المشاركة السوقية لميناء غزة.
8.					تطبيق عدة موديلات للمواصلات المتكاملة في ميناء غزة (Multi-models Of The total transportation)، ربما يؤدي إلى خفض حقيقي للتكلفة الكلية لنقل البضائع من المنتج إلى المستهلك النهائي.
9.					الأخذ بالحسبان لأنظمة (JIT- Just In Time and EDI-Electronic Data Interchange) في إدارة الموانئ ، أثناء تصميم ميناء غزة سوف يقوي الميزة التنافسية للميناء.
10.					في مرحلة إنشاء ميناء غزة، إسناد بعض وظائف الميناء الإدارية والتشغيلية إلى القطاع الخاص يؤدي إلى زيادة كفاءة مستوى أداء الخدمات
11.					خصخصة ميناء غزة البحري يعتبر عاملا مهما لنجاح المشروع ودعما لميزته التنافسية.
12.					قانون الاستثمار الفلسطيني بشكله الحالي يشجع المستثمرين على الاستثمار في مشروع إنشاء ميناء غزة.
13.					في مشروع ميناء غزة،الإخطار المتعلقة بالإنشاء والتشغيل والمتعلقة بسياسات الدولة والقوانين المقررة بها، تعتبركبيرة وذلك من وجهة نظر المستثمرين.

المجال الرابع:العناصر المتعلقة بالجانب التمويلي:

ما مدى موافقتك على الجمل التالية؟

الرقم	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.					من المجدي ماليا إنشاء ميناء غزة البحري
2.					أظهرت الدراسات السابقة، أن هناك رؤية اقتصادية قابلة للتطبيق في المنظور المتوسط والطويل لإنشاء ميناء غزة البحري.
3.					التبعية الاقتصادية لإسرائيل يمكن أن تكون عائقا كبيرا في إنشاء ميناء غزة.
4.					كان هناك قصورا تمويليا واضحا من جانب السلطة الفلسطينية حال دون إنشاء ميناء غزة البحري حتى الآن .
5.					وجود سياسة معقولة لفرض الرسوم (التعرفة) في ميناء غزة ، تجذب عملاء جدد أكثر عبر ما يسمى بالنقل العابر.
6.					هناك حاجة لزيادة وسرعة الإنفاق الاستثماري لإنشاء ميناء غزة .
7.					وجود مخطط شامل مدعوما بدراسة جدوى، سوف يكون أداة مهمة لجذب مستثمرين محتملين للاستثمار في مشروع ميناء غزة.
8.					هناك حاجة لدراسة اقتصادية جديدة لمشروع ميناء غزة البحري .
9.					تعتبر تكلفة الأرض المرتفعة ،عائقا كبيرا لعملية إنشاء ميناء غزة البحري

الجزء الثالث :

1- رتب ما يلي من حيث الأهمية، ما هي الأسس التي يتوجب على الإدارة العليا في سلطة الموانئ معرفتها لتستطيع إدارة ميناء غزة بكفاءة عالية (استخدم الأرقام 3,2,1، رقم 1 يمثل الترتيب الأعلى):

- () إدارة عمليات السفن والنقل ومفاهيم اللوجستيات الحديثة
- () اقتصاد واليات السوق والقدرة على تحليل التكاليف
- () القوانين الدولية والمحلية واللوائح الداخلية للميناء
- () التخطيط الاستراتيجي ووضع الأهداف المرتكزة على المزايا التنافسية للميناء
- () إدارة الموارد البشرية وتوفير الظروف المناسبة للعمل والتحفيز والإبداع
- () طرق المحافظة على بيئة بحرية نظيفة

2- ما هو النظام الاستثماري الأفضل- برأيك- لإنشاء ميناء غزة البحري ؟
أ- ميناء قطاع عام
ب- ميناء كشركة مساهمة
ج- ميناء قطاع خاص
د- شركة بين القطاع العام والخاص

3- ما هو أفضل موقع لميناء غزة البحري يمكنك اقتراحه؟
أ- في شمال غزة
ب- الموقع الحالي المقترح
ج- المنطقة الوسطى لقطاع غزة
د- جنوب قطاع غزة

4- ما هو المشروع الأفضل لإنشاء ميناء غزة ؟
أ- ميناء عائم يستخدم ميناء الصيادين
ب- ميناء تجاري ثابت
ج- استخدام ميناء عائم لغاية الانتهاء من ميناء ثابت
د- عدم بناء أي ميناء واستعمال موانئ إقليمية بديلة

5- رتب الأتي طبقا لمستوى مشاركتها في زيادة الحصة السوقية لميناء غزة البحري (استخدم الأرقام 3,2,1، رقم 1 يمثل الترتيب الأعلى):

- () إمكانية استيعاب سفن كبيرة
- () وجود طرق مواصلات برية جيدة
- () وجود إستراتيجية تسويقية قوية
- () التسهيلات الحديثة للعملاء (تبادل المعلومات الالكترونية، تخطيط جيد للميناء، خدمات الكونتينر للعملاء

6- رتب الأتي حسب الطريقة الأفضل- من وجهة نظرك- في تمويل ميناء غزة البحري (استخدم الأرقام 3,2,1، رقم 1 يمثل الترتيب الأعلى):

- () استثمارات القطاع الخاص
- () التمويل المشترك بين الحكومة والقطاع الخاص.
- () تمويل حكومي
- () تمويل مانحين

7- رتب الأتي طبقا لمستوى أهميتها للمستثمر في جذبها للاستثمار في ميناء غزة البحري (استخدم الأرقام 3,2,1، رقم 1 يمثل الترتيب الأعلى):

- () وجود البنية التحتية الرئيسية في المنطقة.
- () سعر الأرض المغربي.
- () وجود ربط بين شبكة المواصلات والميناء.
- () ارتفاع حجم التجارة العابرة للميناء

Appendix(3)
Tool Judgment

1) list of Academic Jurors to the tool

Judge Name	University
Prof. Adnan Nshassi	Islamic University
Dr. Rushdi Wadi	Islamic University
Dr. Majed AL-Farra	Islamic University
Dr. Samir Safi	Islamic University
Dr. Nafez Barakat	Islamic University
Dr. Nehaia Telbani	Al-Azhar University

2) list of Professional Judges to the tool

Judge Name	Profession
Dr Jebreel Telbani	Ministry of transport
Eng. Ali AL-Zomar	PECDAR-Projects
Eng. Taysser Abu-Hujair	Maritime Association
Eng. Ziad Obaied	Port Authority-Ministry of Transport

Appendix(4)

Glossary of Port and Shipping Terms

Berth

A place in which a vessel is moored or secured; place alongside a quay where a ship loads or discharges cargo.

Bonded warehouse

A warehouse authorized by customs authorities for storage of goods on which payment of duties is deferred until the goods are removed.

Break-bulk

Loose, no containerized cargo stowed directly into a ship's hold.

Build-operate-transfer (BOT)

A form of concession where a private party or consortium agrees to finance, construct, operate and maintain a facility for a specific period and transfer the facility to the concerned government or port authority after the term of the concession. The ownership of the concession area (port land) remains with the government or port authority during the entire concession period. The concessionaire bears the commercial risk of operating the facility.

Build-own-operate-transfer (BOOT)

A form of concession where a private party or consortium agrees to finance, construct, own, operate and maintain a facility for a specific period and transfer the facility to the concerned government or port authority after the term of the concession. The ownership of the concession area (port land) vests in the private party or consortium during the entire concession period and is transferred to the government or port authority at the end of the concession period. As with the BOT, the concessionaire bears the commercial risk of operating the facility.

Container

Steel or aluminum frame forming a box in which cargo can be stowed meeting International Standard Organization (ISO)-specified measurements, fitted with special castings on the corners for securing to lifting equipment, vessels, chassis, rail cars, or stacking on other containers. Containers come in many forms and types, including: ventilated, insulated, refrigerated, flat rack, vehicle rack, open top, bulk liquid, dry bulk, or other special configurations. Typical containers may be 10 feet, 20 feet, 30 feet, 40 feet, 45 feet, 48 feet, or 53 feet in length, 8 feet or 8.5 feet in width, and 8.5 feet or 9.5 feet in height.

Container yard

A container handling and storage facility either within a port or inland.

Dredging

Removal of sediment to deepen access channels, provide turning basins for ships, and maintain adequate water depth along waterside facilities.

Dry bulk

Loose, mostly uniform cargo, such as agribulk products, coal, fertilizer, and ores, that are transported in bulk carriers.

Electronic data interchange (EDI)

Transmission of transactional data between computer systems.

Foreign trade zone

A free port in a country divorced from customs authority, but under government control. Merchandise, except contraband, may be stored in the zone without being subject to import duty regulations.

Forty-foot equivalent unit (FEU)

Unit of measurement equivalent to one forty foot container. Two twenty-foot containers (TEUs) equal one FEU.

Free trade zone

A zone, often within a port (but not always), designated by the government of a country for duty-free entry of any no prohibited goods. Merchandise may be stored, displayed, or used

Intermodal

Movement of cargo containers interchangeably between transport modes where the equipment is compatible within the multiple systems.

Landlord port

An institutional structure where the port authority or other relevant public agency retains ownership of the port land and responsibility for port planning and development, as well as the maintenance of basic port infrastructure and aids to navigation.

Lo-lo (lift-on lift-off)

Cargo handling method by which vessels are loaded or unloaded by either ship or shore cranes.

Pilotage

The act of assisting the master of a ship in navigation when entering or leaving a port or in confined water.

Ro/ro

A shortening of the term "roll-on roll-off." Ro/ro is a cargo handling method whereby vessels are loaded via one or more ramps that are lowered on the quay.

Stevedore

Individual or firm that employs longshoremen (or dockers, dock workers, or port workers) to load and unload vessels.

Towage

Charges for the services of tugs assisting a ship or other vessels in ports.

Transshipment

A distribution method whereby containers or cargo are transferred from one vessel to another to reach their final destination, compared to a direct service from the load port of origin to the discharge port of destination. This method is often used to gain better vessel utilization and thereby economies of scale by consolidating cargo onto larger vessels while transiting in the direction of main trade route

Twenty-foot equivalent unit (TEU)

Container size standard of twenty feet. Two twenty-foot containers (TEUs) equal one FEU. Container vessel capacity and port throughput capacity are frequently referred to in TEU

Divestitures. A private entity buys an equity stake in a state-owned enterprise through an asset sale, public offering, or mass privatization program.

Greenfield Projects. A private entity or a public-private joint venture builds and operates a new facility for the period specified in the project contract. The facility may return to the public sector at the end of the concession period

Management and Lease Contracts. A private entity takes over the management of a state-owned enterprise for a fixed period while ownership and investment decisions remain with the state.

Concessions. A private entity takes over the management of a state-owned enterprise for a given period during which it also assumes significant investment risk.