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CHALLENGES IN MEASURING PORT PERFORMANCE
GHANA'S EXPERIENCE

by

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**CHALLENGES IN MEASURING
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INTRODUCTION

Introduction

Performance measurement and monitoring is one of the bedrocks of prudent management of seaports.

* It provides the feedback and insight that managers require to:

- make sound decisions
- Monitor progress
- plan and control business operations

Measuring port performance however is confronted with special challenges

CHALLENGES IN MEASURING PORT PERFORMANCE

CHALLENGES IN MEASURING PORT PERFORMANCE

The measurement of port performance presents special challenges:

- Large number of performance metrics
- Determining what performance metrics to measure.
- Different ports have different definition and therefore different methods of deriving port performance metrics.
- How the performance metrics selected are to be measured.
- How and when to collect port performance data

These challenges make objective comparisons of performance across ports difficult

MEASURING PORT PERFORMANCE IN GHANA PORTS

Measuring Port Performance in Ghana Ports

- The seaports of Ghana adopted the Uniform System of Port Statistics and Performance Indicators pioneered by UNCTAD and promoted in some African ports in the 1980s.
- * The port statistics and performance measurement system of the ports of Ghana are modelled along the guidelines of the UNCTAD Uniform System of Port Statistics and Performance.

Challenges - Land-side Activities

The current performance monitoring system is unable to measure the performance of land-side activities viz. storage, receipt and delivery operations.

- * This problem is due partly to over concentration on the performance of activities at the ship-shore interface.
- * The ports have no system in place for the systematic measuring and monitoring of performance indicators such as:
 - dwell time of cargo
 - utilization of storage space
 - waiting time, service time and turn round time of inland vehicles
 - gate clearance time, etc.

Challenges - Stevedore Time Sheets

The Stevedore Time Sheet is one of the documents of the UNCTAD Uniform System of Port Statistics and Performance Indicators.

- * Ghana uses the Stevedore Time Sheet to track activities at the ship-shore interface.
- * The Stevedore Time Sheet is the data source for measuring the performance of:
 - cargo traffic
 - ship and labour output
 - labour deployment and idle time
 - equipment deployment, etc.
- * It is also a source for invoicing of cargo related services – cargo dues, stevedorage, labour charges

Challenges - Stevedore Time Sheets

- * The landing and loading tallies are the primary sources of information on cargo on the Stevedore Time Sheets.
- * The tallies do not capture some of the details on consignments
- * Ghana ports have little visibility on critical parameters of cargo traffic like:
 - The nature (i.e. description) of cargoes in containers
 - Origin and destination of consignments
 - Consignees and shippers
 - Value of cargoes passing through the port

Challenges - Data from Private Port Operators

Ghana has been implementing reforms that expanding the role of the private sector in the ports.

- * It is becoming more and more difficult for the port authority to obtain data from Licencees and concessionaires for measuring port performance .
 - Private operators hesitant, sometimes reluctant, to provide the data needed to measure and monitor port performance
 - Confidentiality and differences in data requirements,

Challenges - Port Management Information System

It is designed to capture and generate performance data along the guidelines and formats of the UNCTAD Uniform System of Port Statistics and Performance Indicators.

- * It has several drawbacks:
 - It is a stand-alone system and not very robust
 - it is not linked with the billing system that holds the manifest data base.
 - It does not have a routines to compute the cost of cargo handling
 - It does not assess land side operations -

PROJECT FOR THE HARMONISATION OF PORT PERFORMANCE INDICATORS IN WEST AND CENTRAL AFRICA PORTS

HARMONISATION OF PORT PERFORMANCE INDICATORS IN WEST AND CENTRAL AFRICA PORTS

The Port Management Association of West and Central Africa (PMAWCA) have proposed a project towards:

- **Simplification** (i.e. selection of a limited number of metrics)
- **Harmonisation** (i.e. setting of common standards for definition and methodology for measurement)

* of port performance indicators in its member ports.

HARMONISATION OF PORT PERFORMANCE INDICATORS IN WEST AND CENTRAL AFRICA PORTS

* The goals of the project are:

- To strengthen performance management in member ports
- to monitor progress of port improvement programmes that have been underway in the last 10 years as part of the on-going reforms to expand the role of the private sector in the operation and management of member ports.
- to facilitate objective comparison of performance and to offer opportunities for learning among PMAWCA member Ports.

HARMONISATION OF PORT PERFORMANCE INDICATORS IN WEST AND CENTRAL AFRICA PORTS

- * As part of the project, the PMAWCA is organising a regional workshop on **“The Harmonisation of Port Statistics and Performance Indicators”** in Douala, Cameroon.
- * Brainstorm and share ideas on the subject of measuring port performance.
- * The PMAWCA has requested for technical and funding assistance from UNCTAD and other multilateral agencies
- * The PMAWCA welcomes individuals and agencies that are ready to collaborate and assist in the execution of the project

CONCLUSION

CONCLUSION

Performance metrics are powerful tools of organizational change and improvement.

- * Port professionals should work with academia to address the challenges that have for many years militated against objective definition and measurement of port performance metrics.
- * This will require that just a few very critical performance metrics are selected for analysis.
- * Ultimately, a single and all-embracing performance metric should be developed. This will require that a mechanism is developed that synthesises the key port performance metrics.
- * Such a metric may be termed the **Port Performance Index (PPI)**. The PPI should provide an objective indication of the overall performance of a port. This will make it easy and convenient to compare and rank ports on their PPI.

CONCLUSION

The key performance indicators that could be considered for inclusion in the development of the PPI vessel turn round time, ship and labour productivity, cargo dwell time, cargo outturn (safety and security), port costs and value added.

- * Appropriate weights should be developed for each of these indicators.
- * Above all, a clear set of standards should be established for the definition and methodology for measuring the indicators to be included in the PPI.
- * Standards for collection of data should also be established.

THANK YOU