

CAPABILITY STATEMENT

Ports and Logistics Consultants Ltd. was established in 2012 as an independent and specialist consultancy providing consulting, advisory, training and contract research services to public and private sector clients across the maritime, ports, and transport logistics sectors. The company is managed by Dr Khalid Bichou, a world-renown authority in the field, and supported by four in-house consultants and several associate experts. We often collaborate with leading consulting and research organisations to add value and offer bespoke solutions.

We have undertaken 150 consulting and advisory projects in over 100 countries, designed and delivered over 120 capacity building programmes and professional development courses, led and undertaken several collaborative research with world's leading universities and policy think tanks in the field. For more information, please visit our website at www.ports-logistics.com

We provide services in four main areas of work:

Consulting: We offer a wide spectrum of maritime, ports and transport logistics consulting services from concept, planning and feasibility, to operations, strategy and policy. Work undertaken include feasibility and master planning, traffic forecasting, project appraisal, long-term and strategic planning, business strategy and competitive positioning, operational planning and management, analytical benchmarking and performance analysis, tariff studies, risk assessment and management, formulation and assessment of sector's strategy, and institutional and regulatory reform.

Advisory: We provide economic, strategic, transaction, and regulatory advisory services for the ports, maritime and transport logistics sectors. Services included project financing, transaction advice, due diligence, market intelligence, auditing and review, expert witness, and policy review. We have acted as lead and specialist advisers to global operators, institutional and private investors, IFIs, maritime and port authorities, multilateral and development agencies, parliamentary and judiciary committees. We have also been involved in several task forces for formulating and reviewing sector strategies, policy and regulatory reform.

Training: We have designed and delivered over 120 professional development and training courses targeted at business executives, industry professionals, and government officials across the ports, maritime and transport logistics sectors. We have formulated and carried out various institutional building and capacity development programmes across the ports, maritime and logistics industry. We have been designing and delivering university course lectures to research and postgraduate students.

Research: We undertake research work to investigate issues of relevance to industry operators, customers, and policy makers. We have published widely and hold visiting academic and teaching positions at leading universities. We are founders of and advisers to PORTeC at Imperial College London and GPRA between 9 international universities. We are often invited to chair and speak at various academic and professional conferences and seminars.

Consulting Projects

- WB RAS to develop the maritime, port and inland waterways strategy of Romania, 2022-23
- Phase-zero assessment for Sulina Green Port PPP, 2022-23
- Feasibility study on the development of green ports in Asia, 2022-23
- Africa Blue Economy Mapping, 2022
- Development of the Corporate Business Plan for an East European Port Authority, 2022
- Feasibility and transaction advisory for a dry ports/logistics hub in Malawi, 2022-23
- Study for mapping innovation needs, risks and barriers to maritime decarbonisation, 2021
- Development of a strategic plan for port performance improvement in South Africa, 2021
- Assessment of transport and logistics services value chains in Africa, 2021
- Comprehensive impact assessment of the IMO short-term GHG measure, 2021
- Cost-based modelling and tariff benchmarking for two bulk terminals in the MENA region, 2020-2021
- Tunisia port and logistics zone due diligence and technical support services, 2020-2022
- Mapping financing risks and needs for decarbonising global shipping in line with IMO strategy, 2020-021
- EBRD framework of contract in transport and logistics, 2020-2023
- Feasibility and options assessment for development of a logistics facility at JIJIGA, 2020-2021
- TMEA Malawi Diagnostic Study for Corridors and Value Chains, 2020-2021
- Gap Financing of the operations of Ferries in the East Caribbean, (2019-20)
- Georgia Maritime Transport Strategy, 2019-20
- TRANSFORM Port and Maritime Project, 2019
- Institutional and organisational structuring of the Saudi transport authority, 2018-19
- Feasibility study of new ferry services in Bulgaria and the Black Sea, 2018-2019
- Liner Agency Charges in Ghana, 2018
- High volume transport applied research programme in LICs in Africa and Asia, 2018
- Project preparation and transaction advisory for the San Ramon New Port Project, 2017-18
- Capacity development for sustainable maritime and harbour operations in the Maldives, 2017-18
- Techno-economic feasibility study of Sitakunda-Mirsarai port, 2018
- Maritime and Port policy dialogue study, 2017-2018
- Infrastructure project preparation facility for 6th of October dry port in Egypt, 2016-18
- Maritime logistics and digitisation in Mauritius, 2017-18
- Integrated transport master plan for Lamu Port and maritime corridor (LAPSSET), 2017
- Enhancement of operational capabilities of new port of Baku and free trade zone at Alyat, 2017
- Data collection survey on maritime logistics system in the Ukraine, 2017
- Feasibility study of a value-added logistics centre at East Port Said, 2017
- Assessment of maritime and logistics performance of the ECOWAS transit corridors, 2017
- EPEC/EIB study on the use of PPPs for developing port infrastructure in Europe, 2016-17
- Wuhan-Yangtze River logistics cluster master plan, 2016-2017
- Review of strategy for sea and air access in Montserrat, 2016
- Project preparatory technical assistance for the Kulhudhuffushi harbour expansion, 2015-16
- Marine tariff review of Abu Dhabi ports, 2015
- Ukraine port and river logistics, 2015

- Effects of the Panama Canal on the global maritime supply chains, 2015-2016
- Albania transport strategy, 2015-2016
- Suez Canal port and logistics development, 2015
- Assessment of private sector participation, concessions, performance, and port competition in West Africa, 2014-15
- Evaluating performance and governance structures of the maritime sector in IOC countries, 2014-15
- Logistics planning and configuration of marine supply base operations in Indonesia, 2014
- Assessment of the application of DBO methods to EC financed infrastructure projects, 2014
- UNCTAD Advisor on developing a transformation strategy for the Ethiopian Shipping and Logistics Enterprise, 2013-14
- Evidence on Demand - key research gaps in port technical aspects, 2013-14
- International oil tariff and terminal charges, 2013-2014
- Transport Master Plan for Greater Maputo, 2014
- Assessment of Multi-Annual Trans-European Transport Grant, 2013-14
- TRACECA logistics processes and motorways of the seas II, 2012-13
- Support to the Nigerian presidential committee on maritime and port reform, 2013
- UK Ports supply chain HVOs capabilities and investment promotion, 2013
- Study on trade and transport logistics in the ESCWA region, 2013
- Croatia maritime strategy, 2012-2013
- Privatisation and equity sale of CTGO in the port of Bar, 2012-13
- Port of Sudan PPP advisory, 2012
- St Lucia port productivity improvement, 2012
- Feasibility study on the consolidation of a national shipping company in Mauritius, 2012
- Hong Kong freight transport and logistics strategy, 2012
- Improving the efficiency of freight traffic in Nigeria, 2012
- Financial mapping of the transport and logistic sectors in the South Med region, 2011-2012
- Maritime integration and policy in the MENA region, 2011-2012
- Moldova Danube logistics, 2011-12
- UK Port charges and tariffs, 2011
- Abu Dhabi freight master plan, 2011
- Action plan for the development of logistics training and education in MEDA countries, 2011
- Audit of the institutional and regulatory framework of the maritime sector in Jordan, 2011
- Egypt's freight transport and logistics sector, 2011
- Mints- Egypt transport master plan, 2010-2012
- Euro-Med transport Mediterranean motorways of the seas II (Meda-Mos 2), 2010-2011
- Strategic advisory for Beibu port and Guangxi free trade zone, 2010
- Due diligence of NPA port concessions, 2010
- Market study of port finance and investment opportunities in emerging markets, 2010
- Hong Kong master plan till 2025, 2009-10
- Niger river inland waterways transport strategy, 2009-10
- Appraisal of the grand project of the port of Sète, 2010
- Feasibility study of Tartous-Basra freight railway, 2009-10
- Optimisation of logistics distribution of Ghana's Coco, 2010
- Assessment of capacity and training needs in the transport sectors in Algeria, 2009
- Integration of TEN-T and border crossing points, 2009

- Algeria national programme for transport, 2009
- OECD transport security policy review, 2009
- Audit of multimodal transport in Russia, 2009
- Cotonou south wharf container terminal PPP advisory, 2008-9
- Euro-Med Mediterranean Motorways of the Seas I (Meda-Mos 1), 2008-9
- Routing choice modelling for containerised imports and exports in Morocco, 2008
- Lomé container terminal concession, 2008
- Audit of Great Britain port transshipment, 2008
- Design and implementation of PPPs in the transport sector in Syria, 2008
- National transport strategy of Jordan, 2008
- Automated check-in procedures for Dover port, 2007
- Kolkata port business plan, 2007
- Lender support and market sounding for the Dolareh container terminal project, 2007
- Structural and regulatory review of South Africa's transport-network utilities, 2006-07
- Analytical benchmarking of productive efficiency of the London underground, 2006-07
- Risk assessment of brand counterfeiting and CBA of supply chain security measures, 2006
- Advice on transport investment analysis in the Baltic, 2006
- Audit of transport logistics and trade policy in ECOWAS countries, 2006
- Bari Metropolitan Area Strategic Plan, 2006
- Supply chain security in the express industry, 2006
- Hong Kong logistics and freight transport strategy, 2006
- Moldova oil terminal PPP project, 2006
- Design / Preparation of APMT Global Terminal Development Programme (GDTP), 2005-06
- Callao PPP port and logistics development project, 2005-06
- Market study of port investment opportunities in Sub-Saharan Africa, 2005-06
- Feasibility study of private escorts of ships in the Gulf of Aden, 2005
- Feasibility study for Chittagong port's extension, 2005
- Costs and benefits of carrying freight on British Waterways, 2005
- Feasibility study on the reconfiguration of a North American port, 2005
- Assessment of MDF free zone and trade logistics performance in Mauritius 2005
- UNCTAD study on maritime and port security, 2005
- Feasibility study of a two-server queuing model between Algeciras and Tangiers, 2004-05
- Liner Shipping Connectivity Index, 2004-05
- UNCTAD study on land-side port logistics, 2004
- Feasibility study on the establishment of a national shipping company in Mauritius, 2004
- Hong Kong international logistics hub study, 2004
- Investment Advise in a container terminal in Madagascar, 2004
- Latakia port study, 2004-05
- Ports' train for trade programme, 2004-05
- Pakistan trade and transport facilitation project, 2002-03
- PPIAF port toolkit, 2000-02
- Logistics Performance Index, 2001-03
- China's 4th inland waterways programme, 2001-03
- Yemen ports' cities development, 2002
- Douala port infrastructure project, 2001-02
- Rijeka gateway port project, 2000-02

- Indonesia Marine Electronic Highway Infrastructure, 2000-01
- Advisory services on ASEAN free trade zones, 2001
- South Asia forum for infrastructure regulation, 2001
- Laos-Vietnam East-West corridor feasibility study, 2001
- Morocco port reform programme, 2000
- COMANAV privatisation programme, 2000
- Strategic plan for CMP ports, 1999

Recent Advisory Appointments

- Founding Member and Coordinating Adviser, Global Ports Research Alliance GPRA: Imperial College London, Massachusetts Institute of Technology, MIT/Malaysia Institute of Supply Chain Innovation, National University of Singapore, University of Hamburg, Hong Kong Polytechnic University, University of Sao Paulo, and University of Sydney (2014-Present)
- Co-Founder and Member of the International Advisory Board, Port Operations Research and Technology Centre -PORTeC-, Imperial College London (2005-Present)
- Special Advisor to SA on port and logistics structural reform (2021-22)
- Ports and Maritime Adviser to the Global Economic Forum (2016-present)
- Maritime logistics Adviser, Government of Mauritius (2016-present)
- Senior Adviser to the Transport Team of European Bank for Reconstruction and Development -EBRD- (2012- Present)
- Awarded European Investment Bank -EIB- Framework agreement for consultancy services in the transport Sector, (2013-17)
- International Adviser, Laboratory of Container Security, Hong Kong, (2014-Present)
- Adviser on Ports and Maritime Reform, Committee for Economic and Commercial Cooperation of the Organization of the Islamic Conference -COMCEC- (2014-2015)
- United Nations Conference on Trade and Development -UNCTAD- Advisor on ESLSE transformation strategy, (2013-14)
- Rapporteur Evaluation of European Motorways of the Seas projects, Trans-European Network Transport Executive Agency, (2011-present)
- Port Supply Chain Adviser to the UK Trade and Investment- UKTI-, (2013)
- Transport Logistics Adviser, UN ESCWA, (2013)
- Adviser, Nigeria Presidential Committee for Port Reform, (2013)
- Maritime Regulatory Adviser, Jordan Ministry of Transport (2011-12)
- Maritime and Port Adviser, World Bank (2011-12)
- Review of system of subsidies for the public maritime transport system in Greece, 2011
- International Adviser, Supply Chain and Logistics Group (2007-Present)
- Transport Logistics Adviser, MEDA Forum (2009-2010)
- Specialist Port Adviser, UK House of Commons (2009-2012)
- International Adviser, Dighi Port (2007)
- Maritime Security Adviser, ITF / OECD (2008-10)
- Non-Executive Chair Port, Logistics and Maritime, AVCONET (2008-Present)
- EU Port Policy Review (2010-14)
- OECD Infrastructure to 2030 (2007)
- Hong Kong Logistics Policy (2005)

Selected Professional Development Workshops

- Strategic Development of a Future-Oriented Port, Kuala Lumpur (2022)
- The future of Ports, Singapore (2022)
- Port Feasibility, Valuation, Performance and Benchmarking, Durban (2022)
- Port Pricing and Tariff Charging in Oil and Gas Terminals, Online course (2022)
- Contemporary and Global Dynamics of Port Operations and Management, Online (2021)
- Port Planning Operations and Management, Online course (2021)
- Port Pricing and Tariff Charging in Oil and Gas Terminals, Online course (2021)
- Port Pricing and Tariff Charging, Online course (2020)
- Smart Ports and Terminals, Online course (2020)
- Pricing for Oil and Gas Terminals, Online course (2020)
- Offshore and Supply Terminals Operations and Management, Online course (2020)
- Safe Loading and Unloading of Bulk Carriers in Ports, Batumi (2020)
- Pricing for Oil and Gas Terminals, Kuala Lumpur (2019)
- Free ports and SEZ for the NingboZhoushan port delegation, London (2018)
- PPP Transactions, Project Financing and Structuring for Port Projects, Accra (2018)
- Port Planning and Expansion, Maputo (2018)
- Pricing for Oil and Gas Terminals, Kuala Lumpur (2018)
- Coal Port Terminals, Bangkok (2018)
- Port Performance and Productivity, Durban (2017)
- Port Pricing and Yardstick Benchmarking, Durban (2017)
- Port Performance Measurement and Benchmarking, Tema and Takoradi (2017)
- Port Operations and Management, Durban (2017)
- Dry Port Planning and Management, Cairo (2017)
- Port PPP Procurement and Concessions, Cairo (2017)
- Port Planning and Redesign, Durban (2016)
- Port Performance and Productivity, Ain Sokhna (2016)
- Transport pricing and regulation, Abu Dhabi (2016)
- Port Planning, Operations and Management, Durban (2016)
- PPP management and policy in ports and terminals, London (2016)
- Port Pricing for Oil and Gas Terminals, Dubai (2015)
- Mini-MBA Port Management and Terminal Operations, Dubai (2015)
- Oil and Marine Terminal Operations, Durban (2015)
- Port Automation, Dubai (2015)
- NEBA (Net Benefit Environmental Analysis) and Marine Spills, Kuala Lumpur (2015)
- PPP and Project Financing in Transport and Logistics Infrastructure, London (2015)
- Port Planning and Policy in the UK, EU and China, Shanghai (2015)
- Managing Risks in Cross-Border Transportation, Petaling Jaya (2015)
- Risk, Safety and Security in Oil and Gas Terminals, Dubai (2014)
- Port Pricing for Oil and Gas Terminals, Dubai (2014)
- Logistics and tariffs charging for bunkering and terminal operations, Dubai (2014)
- Mini-MBA Port Management and Terminal Operations, Kuala Lumpur (2014)
- Port Planning and Congestion, Singapore (2014)
- Coal Terminal Operations, Singapore (2014)
- Strategic Offshore and Marine Supply Base Operations, Kuala Lumpur (2014)
- Port Pricing and economics, Singapore (2014)
- Port Operations and Strategy, Manila (2014)

- Port Planning and Redesign, Manila (2014)
- Risk and Security in Global Supply Chains, London (2013)
- PPP Design and Implementation in Ports, Singapore (2013)
- Liquid Bulk Terminals, Singapore (2013)
- Mini-MBA Port Management and Terminal Operations, Kuala Lumpur (2013)
- Dry Bulk Terminals, Singapore (2013)
- Port Logistics and Supply Chain Modelling, London (2013)
- PPP and Project Finance in Ports, Accra (2013)
- Port Pricing and Tariff Charging, Singapore (2013)
- Design and Preparation for PPP Concessions in Utilities and Transport Infrastructure, Port of Spain (2013)
- Port Policy in the UK and the EU, London (2012)
- Mastering PPP Practice in Infrastructure, Lagos (2012)
- Port Development, Planning and Terminal Design, Tema and Takoradi (2012)
- Logistics Planning and Distribution, Dubai (2012)
- Risk Management and Crisis Recovery in Oil and Gas Terminals, Singapore (2012)
- Supply Chain Security in the Maritime Industry, Port of Spain (2012)
- Analytical Benchmarking of Ports Efficiency, London (2011)
- Port Pricing and Strategy, Johannesburg (2011)
- PPP Performance and Regulation in Ports and Terminals, Istanbul (2011)
- Strategic and Operational Efficiency for Oil and Gas Terminals, Kuala Lumpur (2011)
- Risk Management in Ports and Terminals, Singapore (2011)
- INCOTERMS 2010 and Supply Chain Security Requirements, London (2010)
- Freight Transport and Terminal Operations, Lagos (2010)
- Port Planning and Management, Johor (2010)
- Terminal Operations and Efficiency, Kuala Lumpur (2010)
- La Politique d'Integration Multimodale et Logistique, Tunis (2010)
- Management and Regulation of PPP Procurement in Ports, Tema (2010)
- Port Choice Modelling, Hong Kong (2010)
- Optimization of Transport and Logistics Distribution, Accra (2010)
- Port and Logistics Policy, Nanning (2010)
- Annals of Port Traffic Forecasting, London (2009)
- Port Infrastructure Development and Planning, Accra (2009)
- Port and Terminal Management, Kuala Lumpur (2009)
- Port Logistics Management, Cairo (2009)
- Global Port Logistics and Operations, Geneva (2008)
- Container Terminal Business 2009, Hamburg (2008)
- Transport Security, Risk Perception and Cost-Benefit Analysis, Paris (2008)
- Management and Regulation of PPP Procurement in Ports, Cape Town (2008)
- Workshop on PPP Planning and Implementation In Transport, Syria (2008)
- Global Transport and Freight Security, London (2007)
- Occupational Health and Safety in Ports, Doha (2007)
- Risk Management in Port Operations and Supply Chain Security, London (2007)
- Port Pricing and Tariff Regulation, Manama (2006)
- Annals of International Shipping and Logistics, Cape Town (2006)
- Achieving Success in Port Operations and Management, Port Louis (2005)
- Global Terminal Development Programme (GTDP), The Hague (2005)
- Freight and Intermodal Transport Systems, Abu Dhabi (2004)
- Port Management Course, The Institute of Chartered Ship brokers, London (2004)

Clients

- Terminal Operators: ADPC, APM Terminals, COSCO Ports, DP World, PSA, Eurogate, HPH, HHLA, ICTSI, KGL, Global Terminals, SDV Bollore, Gulftainer, Global Ports, Marsa Maroc, MPDC, QAPCO, PORTEK, TIL, Terminal Link.
- Port and Maritime Authorities: AMPA (Singapore), CMP (Copenhagen/Malmo), MARDEP (Hong Kong), HPA (Hamburg), LPJ (Johor), APC and JMA (Jordan), Le Havre (France), GPHA (Ghana), DOT (UAE), KPT (Kolkata), Mayotte (Comoros), MPA (Mauritius), DPA (Qatar), LALB (California), OMMP (Tunisia), LPA (Livorno), ESLSE (Ethiopia), LPA (Latakia), BPA (Lebanon), DMCA (Dubai), SAPA (Saudi Arabia), TRANSNET /SAPO (South Africa), PortJam (Jamaica), PAA (Cote d'Ivoire), Ust Luga (Russia), Dighi Port (Mumbai), Colombo (Sri Lanka), Luka Koper (Slovenia), JMA and ASEZA (Aqaba), APA (Egypt), SCA (Egypt), MTS (Egypt), NPA (Nigeria), Alevante (Bari), ODEP/ANP (Morocco), SCZone (Egypt), TMSA/TMPA (Morocco), GALDP (Egypt), PATNT (Trinidad), PSAPA (Egypt), KPA (Kuwait), Port de Tripoli (Lebanon), KPA (Kenya), Rijeka (Croatia), SLAPSA (St Lucia), SPA (Seychelles), Duress (Albania), (MPL) Maldives.
- Carriers & 3PLs: CMA-CGM, UASC, Hapag-Lloyd's, Maersk, P&O Ferries, COSCO, Qatar Navigation, CSAV, UPS, DHL, Agility, ABM, COMANAV, ESLSE, APL/NOL, APL Logistics, Hayley Adventis, TATA Logistics, WINCANTON, CEVA Logistics, DAMCO, DB Schenker, Kuehne & Nagel, CSX, SNTL.
- IFIs & Investment Banks: ADB, AfDB, EBRD, EIB, IFC, IBRD/World Bank, IsDB, Goldman Sachs, Deutsche Bank / RREEF, JP Morgan, Macquarie, Brookfield, Global Infrastructure Partners, Citi Infrastructure, Arcus, BNP Paribas, KfW, Credit Lyonnais.
- Law and Insurance Firms: DLA Pipers, Freshfields Bruckhaus, Eversheds, Allen & Overy, Clyde & Co, Lloyd's of London, Holman Fenwick, TT Club, UK P&I, ICC.
- Management and Engineering Consultants: BCG, Booz Allen, BDO, Deloitte, KPMG, McKinsey, PwC, PA Consulting, Mazars, Harris, Lloyd's Register, DNV, Bureau Veritas, Arup, AECOM, Atkins, URS / Scott Wilson, Mott MacDonald, Parsons Brinckerhoff, Royal Haskoning, Ecorys, Acciona, Mofatt & Nichol, TATA Consulting, Nathan Associates, Crown Agents, IMC International, Louis Berger, Egis, Ramboll, Chemonics, Safege, Steer Davies, G4S, Haart, ICON, Portia, PADECO, IDOM, Phol Consulting, Stravedor, EPDG.
- Development and Multilateral Agencies: EC DEVCO, DFID, USAID, MCC, JICA, GIZ, COMCEC/IOC, UNCTAD, ESCWA, UNDP, UNECE, IMO, ILO.
- Training Providers: ABC, Edge Asia, GTZ, IBC Asia, CapGrow, IIR, IQPC, LBS, LMA, Informa, Trueventsus, Educonferencing, Aztech, Pegenix, and many others.