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## *Port reform in Morocco: which governance?*

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*Abstract: In a context of increasing globalization, marked by the intensification of trade in a more competitive environment, the port sector in Morocco and in the world, has become an important lever for development and competitiveness of a country. It must meet at the same time new challenges, social, societal and environmental.*

*In recent years the sector has been the subject of institutional reforms and organizational importance, with the aim of adapting the status and organization of the port authority to the overall needs of globalization and the new constraints arising social responsibility and sustainable and equitable development.*

*Maritime transport is globalizing. It provides additional services. We pass a vision "port to port" a new vision "door to door". The first three global operators control 30% of total world container (80 million TEU in 2003). Among the major operators, there are two public companies (PSA and DPW) and global conglomerates, HPH and SSA. Allied groups are global carriers with vertical structures (APM Terminals, P & O Ports, Evergreen, Cosco, Hanjin, CSX World Terminals).*

*The liberalization of the harbour sector also has to arise a key objective that is the outsourcing of services which were historically lent under administrative control. the support of the harbor's activities by private participants should stay a means at the disposal of public authorities to realize the general interest's objectives.*

*The Major Sectors which we shall try to handle, by reviewing the Moroccan experiences, in this research's work are first the history of the harbour sector's reform in Morocco, the implementation of the harbor's reform in Morocco, the implications of the new style of governance on the administrative, financial systems and on the foreign trade, the limits of the current situation and the Perspectives of evolution of current mode of governance related to Moroccan harbour.*

*Keywords: Trade Liberalization, Managing rules, governance, harbour traffic, cost of harbour.*

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## I. INTRODUCTION

One consequence of the new organization of maritime services is the establishment of a new marine mesh. Maritime transport is channeled progressively towards a small number of ports and goods follow, increasingly, roads delineated based on the ability to demand and resources whose ports have to host, store and distribute the goods (Lavaud -Lettileul, 2007). Shipping companies and harbour operators group together at the level of companies and at the geographical level (Cherfaoui et al, 2003). This concentration brings ports to redefine their skills (Gulinaine et al, 2002, Rezenthel, 2006, Debrie et al, 2010, Laxe F-G, 2008, Irch M-C, 2001). The new positions and the integration of the logistic operators with the other ways of transportation contribute to transform the territorial economies. These evolutions have an incidence on the strategies of management and the partnerships between the public and the private on a national and international scale.

The efficiency and performance of port devices are apprehended in terms of traffic levels, frequency of services and connectivity quotient (Talley, 2006). Table 2 summarizes the various objectives, results and impacts of the strategies of shipping companies, terminal operators and port authorities.

Research works also revalue the role of the economy of the public and private activities in the harbour operations (Nottebome, Winkelmanns, 2001 ; Gullinane, Song, 2002) ; The politics of the industrial relations ( Stevens, 1999, Ircha, 2001), The new administrative structures of the harbour industry ( Heaver et alii, 2001 ; Song, 2003) And the regionalization of the harbour places . (Fredouet et alii 2000). This magazine of literature, supplies an overview on the transformations of the role of the authority harbour as institution within the systems of contemporary transport. But, the institutional changes take it on the results profits of analysis and on the orientations. These challenges raise questions. What are the historical causes that lead the public authorities to change the trajectories of a simple management to a harbour governance? More particularly what are the causes which transform the strategies and the policies of the harbour authorities? How the harbour authorities answer ,In the new opportunities raised by the changes of the maritime activities? What are the options which are offered to the harbour authorities to fit an environment in perpetual change? What are the implications of this transformation of the role of the harbour authorities on the future of the systems of transport? And what are the limits and perspectives of evolution of the current mode of governance of ports in Morocco?

In Morocco, Public authorities undertook in 2006 a critical analysis of the situation in this sector (World Bank, on 2006). On the basis of the noticed strengths, reported and identified expectations failures, the sector has experienced a change in order to «fit the one hand, socio-economic changes characterized by internal development requirements in the country, by the country's liabilities in the agreements of free trade and the new contexts of globalization and the globalization of trade and, secondly, the new constraints and economic developments institutional, technological and environmental and maritime transport »1.

Seen the importance on behalf of the trade of the country which pass in transit by sea route 98 % and as Morocco has twelve commercial ports on littoral and the Mediterranean2. The reducing port transit costs, is one of the keys to the improvement cost.

## II. THE MOROCCAN REFORM OF THE HARBOUR SECTOR

Port models (port property and institutional structure) are many and varied. The ports have adapted to various administration and institutional management systems to fit in an economy increasingly internationalized: public and private actors are able to provide services in which each excels. The role of the public entity is structured around three missions: to catalyze, facilitate and legalize. The port governance models tend to be the result of a combination of three vectors: the degree of public participation / private, mode of governance (centralized / decentralized) and the scope of the facilities, assets, and port services. During years eighty of the last century, the ports of the world knew important institutional and organizational reforms by the public adoption of policy of privatization, Deregulation and of decentralization of the infrastructures of transport. These reforms also had for objectives more harbour efficiency and a reduction of the state intervention in the planning and the management of the maritime infrastructures. Traditionally (Babounia A. On 2004), ports were considered as public infrastructures. However, their structures administrative and their institutional orientation were perceived as inadequate to meet the needs of efficiency (De Matons, 1969 et 1999). Most of the harbour authorities need averages financier to develop projects of infrastructures. These projects require massive investments which cannot be supplied by the governments (Babounia A. 2012). So, the harbour sector thus fitted at the rate of the global economy. The harbour authorities adopted more commercial orientations and sub-handled activities in the private sector. The strategies of the harbour governance are so influenced by the

<sup>1</sup>Regardless of the port of Tangier - Med. These are the ports of Nador, Tangier, Kenitra, Mohammedia, Casablanca, Jorf Laqsfar, Safi, Agadir, Tan Tan; Laayouna and Dakhla.

<sup>2</sup>Regardless of the port of Tangier - Med. These are the ports of Nador, Tangier, Kenitra, Mohammedia, Casablanca, Jorf Laqsfar, Safi, Agadir, Tan Tan; Laayouna and Dakhla.

centripetal and centrifugal forces which have an impact or influence the local communities, the strategies of the carriers, the operators of terminals.

These centripetal forces are analyzed in political term and give some explanation by the jurisdictional control exercised at the level of the harbour governance. Indeed, the new legal, institutional and regulatory redistributed back roles between public and private actors. However, reducing the government's role in port management is due to the fact that the market and private organizations are more effective in achieving higher yields. The public sector involvement in port management is also explained by the creation of multimodal platforms like Tangiers Med to attract investment and increase the strategic position of port infrastructure.

The main features of port traffic.

Historically, the evolution of the national port traffic has been marked by three stages:

- Decade 1980-1990: intra-annual average growth rate of 1.6%, with a peak observed in 1988.
- Period 1990-1997: intra-average annual rate of increase of 3.3%, with two spikes in 1995 and 1997.
- For the next 15 years, according to the results of the Master Plan National Harbor (PDPN), a growth rate of 3 to 4% is expected, with rates higher for unitized traffic (encrypted to 7%).

The Moroccan port traffic is characterized by:

- Predominance of imports (54%); this is somehow a reflection of the structure of the national foreign trade.
- A structure characterized by the predominance of dry bulk (over 50%), due to

Moroccan exports traditionally oriented to the external market (ores, phosphates, etc.).

- A sustained development of liquid bulk (Tankets-phosphoriquiers), the main cause would be some political and economic decisions, including liberalization of the energy sector and development of related activities phosphates and derivatives.

Forecasting traffic and planning of port infrastructure:

Western Mediterranean Experience:

- Confirmation of the development of unitized traffic, including containers, which the main causes are the liberalization of movement of a number of economic sectors, but also the migration of some of the conventional traffic to the unitized.

Port traffic varies in response to several factors, but especially because of the national context and sensitivity to the behavior of external demand. In this respect, we must mention factors such as:

- Climatic conditions: a year of bad climatology, drought, with bad harvests, has massive imports.
- The situation of strategic product inventory (anticipated storage policy).
- The evolution of international prices.
- The competitiveness of Moroccan exports, particularly regarding the minerals and agricultural products.

The uniqueness of the handling to end the break of legal responsibility, improve the efficiency, the efficiency and the productivity of the operations of load and the unloading of ships and reduce the costs of harbour passage by a better control of the chain.

The reform was thought in the permanent concern of the preservation of the social and financial balances of the various harbour entities (administration, agency of regulation, trading company) to assure and perpetuate the development of the Moroccan ports.



Source : Agence National des Ports, Morocco.

#### A. The separation of the functions (offices)

In a concern of clarification of the roles and the missions of the various participants, of research for the best synergy between them and to endow the future entities of the flexibility necessary for an effective and efficient management, the reform of the harbour sector recommends the separation of three main harbour functions:

A.1. The sovereign function: at the national level chargeable to the State devolved to the Central Administration for all the ports and the missions of which will be concentrated on the definition and the implementation of the sectorial policy and the legal regulatory framework, the planning and the realization of new harbor facilities and finally the management and the protection of the maritime public domain and the coast. For that purpose, the strengthening of the regulatory role of the State is looked for by the grouping of the services of the administration at the level of the coherent and homogeneous strong Central Administration to make sure that the missions which fall to him.

A.2 The function of harbour authority which falls to a national agency which will be loaded of missions of harbour police, of the regulation, the granting and the follow-up of the concessions and of authorizations of exercise of the harbour activities, of the maintenance, the development and the modernization of infrastructures and the superstructures and the management of the harbour public domain.

A.3 Commercial functions of which the exercise will be devolved, within the framework of the competition, to private or public entities as operators or service providers on the basis of procedures (licenses, authorizations, concession etc.), and specifications to be prepared by the port authority. They concern essentially the services in ships, the services in the goods and the secondary services

A.4 The competition: It will be a question of introducing the competition, between category of traffic and between ports and within the same port, and of identifying the various ports which can support more than an operator and to determine the arrangements and the actions to lead to spread these competition within ports and between ports. So, as an example, in each of ports of Casablanca and Nador, the traffic of miscellaneous can be treated by two different operators. Also for the ports of Nador, Mohammedia, Jorf Lasfar and Agadir the traffic of the sophisticated products can be treated by possibly different operators.

**III. THE UNIQUENESS OF THE HANDLING**

The reform of the harbour sector emphasized the necessity of the adoption for the dock work of the mode of the uniqueness of the handling which establishes (constitutes) an absolute and inescapable condition for the improvement of the competitiveness of the Moroccan ports. It was translated by:

- The abolition of the break of responsibility edge / earth.
- The chain management handling by optimizing human and material resources.
- The introduction of new technologies handling.
- The earnings of the productivity and consequently the decrease of the deadlines of stay of ships and cost cutting of harbour passage.

**IV. THE IMPLEMENTATION OF THE MOROCCAN HARBOUR REFORM**

The strategic importance of ports in Morocco. Schematically, we present below some elements that challenge underscores the strategic importance of ports in Morocco:

- The port unit has 26 ports, including fishing ports 9, 11 ports open to international trade (and have naturally also of fishing activities) and 6 marinas.
- 98% of trade with the outside through the ports.
- The figures for 1999 showed a national port traffic of 53 million tons, divided by types of packaging as follows:
  - ✓ Liquid bulk: 15.4 MT (11 MT hydrocarbons)
  - ✓ Dry Bulk: 27.9 MT (ores 18.7 MT)
  - ✓ General cargo: 9.6 MT (2.9 MT container / RO-RO and TIR 2.8 MT).
- For the fisheries, we have 3052 units that perform input approximately 850,000 tons per year:
  - ✓ Inshore fishing: 750,000 T
  - ✓ OFP: 100,000 T

To reach this target organization several actions, on the legislative, statutory, institutional and administrative plan, were necessary. They can be grouped in 3 phases:

*A. The preliminary phase: The upgrade of the public and private entities*

The implementation of the reform requires beforehand the upgrade of the administrative, public and private bodies which intervene directly in the harbour sector.

**A.1 The upgrade of the administrative entities:**

The new reform of the sector requires the grouping of both existing head offices (DPDPM / DPCM) 3 in a single entity. This future unique administration department will be loaded of kingly missions.

**A.2 The upgrade of the office of exploitation of ports**

The law 15-02 plans to split the ODEP into two different entities:

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<sup>3</sup>DPDPM: direction of Ports and the Maritime Public domain and DPCM: direction of Ports Casablanca and Mohammadia.

National Agency of ports (ANP) in charge of the harbour authority. Under the supervision of the State, is endowed with the legal personality and with the financial autonomy. It has for first privilege to enforce the capacities of the new law. The agency practices according to the article 32, these attributions on all the ports with the exception of the port of Tanger-Med<sup>4</sup>.

Development Company in charge of ports, within the framework of the competition, the commercial missions. It has for objectives the exploitation of the harbour activities and « appropriate the management of ports»<sup>5</sup>. It will have to evolve in a new environment of business. Other entities will have authorizations of exploitation or concessions. So, another company of dock work has been born, SOMAPORT (subsidiary of the most important ex-shipowner of the kingdom, the COMANAV).

### A.3 The upgrade of the companies of stevedoring

The organization of the companies of stevedoring and of the mode of management of the hand of work dockers are characterized by numerous dysfunctions and inadequacies. The reform imposes the global revision of the former system become obsolete and unsuitable for the requirements of the competitiveness and the competition looked for the sector. This upgrade passes inevitably by:

- The distribution of the professional dockers between companies according to criteria to be defined.
- And possibly the grouping of the existing companies in entities capable of following and of accompanying the current reforms.

### B. The phase 2: the upgrade of the legal and statutory framework

This phase will be dedicated to the adaptation and the adoption of the necessary legislative and statutory texts for the implementation of the reform. This new legal framework has to answer on one hand the specific needs for the reform and on the other hand allow the future development and the evolution of the harbour sector.

Aware of the importance of these texts for the reform, Authorities elaborated a law on the ports which takes into account the restoration of the sovereign functions of the State, the harbour separation of three main functions, the pursuit of the policy of liberalization and the participation of the private sector in the management and the business concern of ports.

This law included the new data and the orientations stemming from needs of the current reform, notably the creation of the national agency of ports, loaded with missions of authority, and the development company of ports, loaded with commercial missions which will practice in a competitive environment.

### C. The phase 3: Competitive and privatizations of the commercial activities

The process of implementation of the competition and the privatization aims at granting the specialized terminals, in private companies every time the introduction of at least the second operator is possible so that as a rule the competition is effective and real within ports and between ports:

- The ports of **Casablanca** and **Mohammedia** for the traffic of containers.
- The ports of **Mohammedia**, **Jorf Lasfar**, **Nador** and **Agadir** for petroleum products.
- The ports of **Casablanca** and **Jorf Lasfar** for the traffic of Miscellaneous and Cereal.
- Within the port of **Casablanca** for the traffics of the RO / RO, Miscellaneous and Cereal.

<sup>4</sup>Article 32 of the law 15-02.

<sup>5</sup>Extract of the article 42 of the law 15-02 " the company in for object to practice jointly with the moral persons of public or deprived law to whom will have been issued the authorization or the concession aimed respectively at articles 12 and 16 above the exploitation of the harbour activities and, where necessary, the management of ports".

- Within the port of **Nador** for the traffics of Miscellaneous and RO / RO.

## V. THE NEW MODE OF GOVERNANCE ON FOREIGN TRADE IN MOROCCO

The ports of the Kingdom are a key link in the supply chains of external trade and an important lever for economic and social development. Their development should be harmonious and consistent with our national ambitions.

As for the choice of operators, the legal status is a prerequisite for eligibility to this activity. Thus, any private person or public right has she intended to be a candidate and to be admitted to the development and operation of a terminal (Article 13 and 24 of Law 15-02).

The creation and operation of port terminals result, today the award of concessions to private companies, including shippers, financial groups, handling or logging companies, and to companies armaments from various countries, which gives also the impression of a port management privatization, while it is only a precarious agreement and limited in time.

To Evaluate a quantitative and qualitative way the impactes of the actions organized within the framework of the harbour reform, object of the Law 15-02, on the harbour users, the competitiveness of the harbour sector and the state economy, is a very heavy task which requires a data base that only the Harbour National Agency ( ANP) holds it. As much, as to look for this evaluation can be made through the performances of the foreign trade, because 98 % of the Moroccan business transit by our ports.

We present the evolution of the application of port traffic which consists in Morocco:

- The conventional traffic
- The unit arise traffic
- The passengers
- Other harbour services

If the evolution of the other harbour services (temporary occupation of the public domain, sale of water and electricity) is more or less controllable by means of the agreements of OTDP<sup>6</sup> or floating policies to networks, the big part of the harbour demand remains difficult to arrest and its behavior cannot be explain by a single variable (World Bank, on 2006).

The Moroccan harbour traffic depends strictly of the structure of the national foreign trade (Hajbi A., on 2011). It is the reflection of the commercial transactions with the foreigner because as already said 98 % of the Moroccan foreign trade passes by the sea route. Therefore, it's characterized by:

- An ascendancy of the imports especially in consecutive term
- A dominated structure, in term of quantities, by ores, phosphates and other solid vracs, because of the exports Moroccan traditionally directed on the outer market.
- The increase and the development of the liquid traffics (hydrocarbons, chemicals). What engenders an increase of the vessels of type Tankers and phosphorous.

The main cause of this increase remains connected to the application of certain political and economic decisions, notably the liberalization of the energy sector and the development of the activities connected to phosphates and by-products corollary commercial efforts granted by the Office Chérifien of Phosphates on the international market.

The continuous development of the unit arises traffics (TIR trucks, containers) the reasons of this development are varied. We can quote the changes from it of the modes of conditioning of the conventional towards the unit arise and the movements of liberalization of certain number of branches of industry.

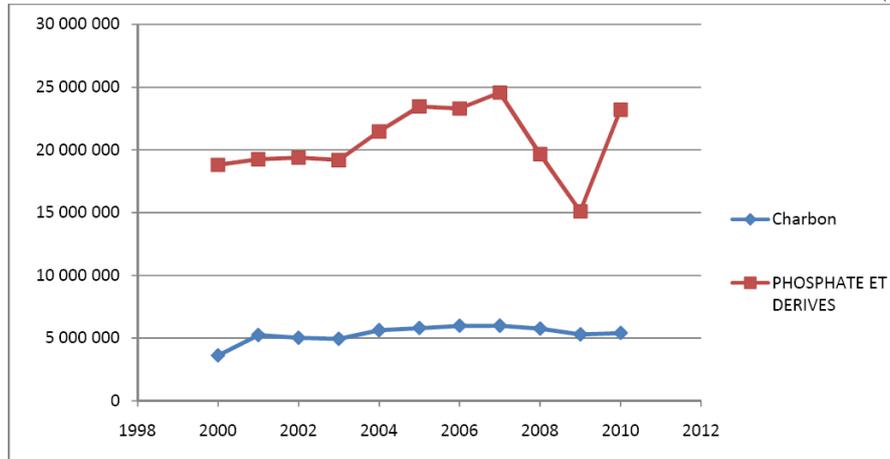
<sup>6</sup>OTDP : Occupation Temporaire du Domaine Public

In conformance with period 2000 and 2010, the evolution of the main constituents of the Moroccan harbour traffic is given by.

*D. Minerals (dry bulk)*

Ores in the export concern for the greater part the exports of products phosphoric. These exports accused a real fall in 2008 and 2009 further to the effect combined by the increase of the prices and by the economic crisis. In the import, it is the coal (and the coke of petroleum) which occupies the first place and it knows a steady increase of the traffic since the lock of the appearance of Jerada. The coal is especially intended for thermal power stations and for industries of the cement. The imports in coal were not affected by the economic crisis.

Graph 1: the evolutions of the main traffics connected to ores between 2000 and 2010 (in ton)

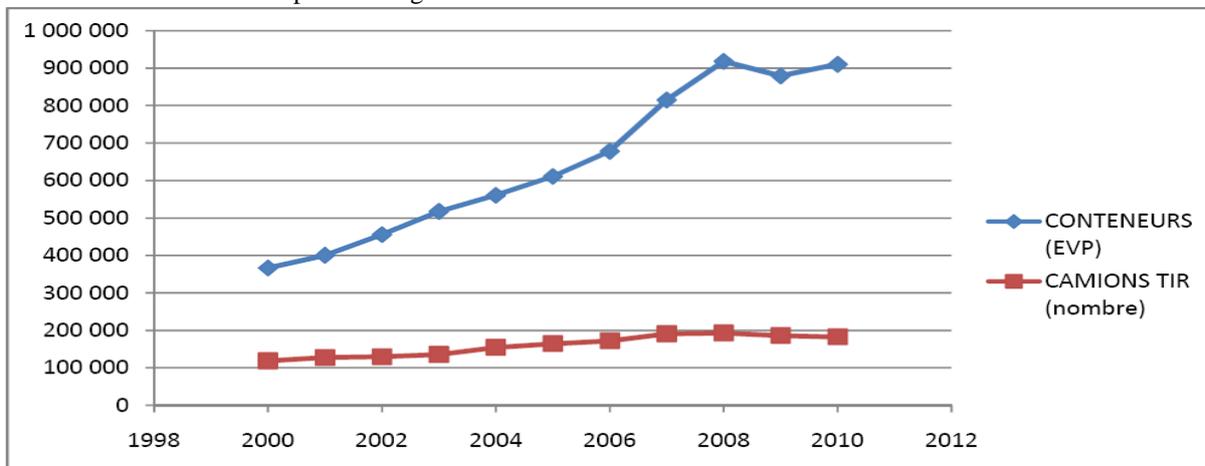


Source: National Agency Port

*E. Major traffic unitized*

These traffics ((FIRING) and containers) accuse an annual average increase of 9,5 % for containers and 4,4 % for the traffics in trucks (FIRING). The reduction noticed in 2009 is due to the effect of the economic crisis on some activities connected to the import / export.

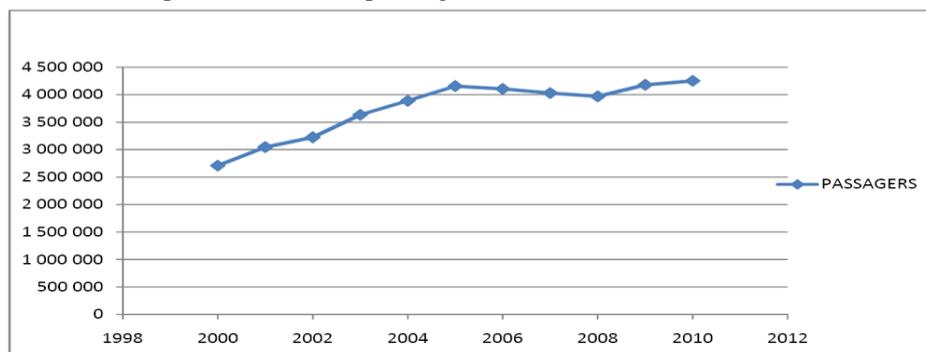
Graph 2: Changes in main traffic unitised between 2000 and 2010



Source: National Agency Port

The traffic of the passengers is strongly connected to the increase of the community of the resident Moroccan abroad besides the traffic of the cruises in the ports of **Casablanca**, **Tangier** and **Agadir**. The statistics of the 2008s, 2009 and 2010 show that this traffic reached its rhythm of cruise (approximately 4 million per year).

Graph 3: Evolution of passenger traffic between 2000 and 2010



Source: National Agency Port

The cost cutting of harbour passage also turns out one of the keys of improvement of the cost price. The cost of harbour passage consists essentially of: freight and insurance, handling costs on board, handling costs on the ground, freshly of storage and shopping, freshly engendered by other operators such as the weighing, the stacking, the dressing-up, the load on trucks ...

On the list quoted above and exception made by the freight and by the insurance which remain independent from the action of the authorities Moroccan, the costs of handling (on board and dockside) represent the most interesting part and on which there was a sensitive improvement.

The vision of the new Moroccan port landscape proposed for the next twenty years is, therefore, based on an ambitious port development strategy and closely coordinated with the planning policies and environmental.

This strategy is a forward-looking framework, coherent overall harmonious development of the Kingdom ports, key link in supply chains external exchanges and important lever for economic and social development.

Parallel, the development of the fleet of container ships, both quantitative (number of vessels) and qualitative (vessel size) is an important feature of containerized transport. It is difficult to predict today whether this growth in size of ships will continue or if it has reached a maximum size of these.

Table 1: Evolution of the fleet of container ships in the period 1995 – 2013

Year	Vessels number	TEU capacity
1995	1 771	2 904 321
1996	1 954	3 295 568
1997	2 166	3 792 932
1998	2 366	4 236 604
1999	2 433	4 436 969
2000	2 570	4 888 939
2001	2 734	5 490 533
2002	2 874	6 056 928
2003	3 026	6 598 835
2004	3 197	7 239 878
2005	3 470	8 194 981
2006	3 816	9 531 002
2007	4 208	10 892 595
2008	4 594	12 308 705
2009	4 657	13 008 857
2010	4 842	14 252 983
2011	4 969	15 385 399
2012*	5 108	16 646 901
2013*	5 302	18 012 231

Source: Market study on West African container terminals and Central by Maritime logistics and trade consulting.

The Moroccan port sector alone accounts for 98% of the country's trade with the outside, which represents 100 million tonnes per year. In his opening allocation, the Director General of the ANP (National Ports Agency), Morocco has implemented a model of governance based on the reconfiguration of the national port areas and improving their competitiveness, including the port Tanger Med. This has enabled him to rise to 16th place globally and in first place on the African continent in terms of

maritime connectivity, according to the latest ranking of UNCTAD (United Nations body responsible for international trade). Morocco experienced a good impressive, since in 2007 it was only the 84th Place.

By 2030, the Kingdom intends to dispose of efficient ports, including the creation of five new ports: Nador West Med, Atlantic Kenitra, Safi Atlantic, Dakhla and Idle new energy port of Jorf Lasfar.

## VI. RESULTS AND DISCUSSION

Regarding management and regarding administration of ports (Hahbi A, Abbar H. and El Merzour S . 2010), the Moroccan harbour sector could be more effective and more successful by applying one of the two recommendations:

- The harmonization of the mode of governance which will concern the following aspects:
  1. Application of the same rules of regulation and administration in all the ports.
  2. Revised the rights of concession attributed at present to put all the services and all the terminals in the free play of the competition.
  3. Merger of both harbour authorities TMS and ANP.
- Commercial ports would be managed in mode of port property owner and the other ports in mode of ports operators; they would be administered and exploited by the harbour authority.

This mode of governance (World Bank, on 2001), will allow to have a well-balanced harbour sector where from a control of the national harbour policy. However, we can have as inconvenience the risk of surenchérissement of the harbour services of the fact that the harbour authority remains an administrator of the overdrawn ports and in the public interest.

- The decentralization of governance bodies may include the following ports :
  1. The autonomous ports<sup>7</sup>: these ports<sup>8</sup> will be administered by public institutions of the State implanted on industrial-harbour zones which deal with the sea traffic of goods. It is about ports which can be exploited by participants deprived within the framework of regime of the concession or the authorization freed delivered and managed by the administration of the autonomous port (APA)<sup>9</sup>. The concerned ports will be ports owners.
  2. Ports not managed by harbour authorities: fishing ports, small commercial ports or marinas are especially the activity of which does not require the existence of a specific structure for their administration. In this respect, we can quote ports: Alhoceima, Tangier - City, Kénitra, ElJadida, Essaouira, Tantan ... These ports will be managed and to administer in ports operators.
  3. Ports managed by the State (Direction of Ports and of the Maritime Public domain): the new installations to be created and which require an effort of investment and cannot be supported by a public or private entity can be connected with the State represented by the Ministry for the Equipment of the Transport and the logistics. This situation would have the advantage to make a distinction between ports for commercial and industrial vocation of those in public utility or public services. The inconvenience of this situation comes because it is difficult to put such a structure, in certain ports for several reasons. Indeed, The coverage of these infrastructures by the State is understandable by the lack of skills to local authorities for the care of certain ports , the difficulty finding developers interested in concessions in certain ports and the risk of surenchérissement of the services in commercial ports.

<sup>7</sup>The autonomous port is generally an establishment or a public company, endowed with the financial and administrative autonomy and placed under the financial and administrative control of the State. These autonomous port can, however, but rarely take on the shape of private enterprise.

<sup>8</sup>We can quote ports Nador, Nador West, Tanger-Med, Mohamedia, Casablanca, Jorf Lasfer, Safi, Agadir, Layoune, Dakhla.

<sup>9</sup>The Administrations of the Autonomous Port (Bearing) (APA) would have to take care of the same attributions as those devoted to TMSA namely:

## VII. CONCLUSION

The structural changes that cause global logistics announces a redefinition of the "interface between the port and the region. Transport systems are fundamental to the formation of regional economic areas. All scenarios of economic development s "based on a growth in freight traffic, passenger and" information. But this growth highlights the value of the level of "accumulation of connections between infrastructure, industrial production and housing stock of the" built environment.

The international environment of the national harbour squares is marked by the "globalization" today which aggravates the competition, the registration of the sea transport in a multimodal logistic system and a more and more driving role of the private sector.

This mobilization also passes by the continuous adaptation of the mode of governance of the harbour sector on an international scale. In this frame Morocco with tendency more and more to release commercial activities by limiting the role of the harbour authorities to the kingly missions and to encourage the private initiative.

The correlations between environmental performance and competitiveness of ports suggest that technological advances can overcome some environmental constraints while minimizing negative externalities. Economically, improvements to port practices depend on regional leadership motivated by liberalization in the organization of transport systems. Executives that support the development of the port and sea-river transport often get government support and participation of partners to develop policies and facilitate the development of strategies.

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