

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

**REVIEW  
OF MARITIME  
TRANSPORT**

**2022**

Navigating  
stormy waters



P166 course: Maritime transport for sustainable development:  
key insights and projections from Review of Maritime Transport 2022  
Geneva, 9 Feb 2023

- Key performance indicators
- Port Performance Scorecard



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## Chapter 4

# Key performance indicators for ports and the shipping fleet

**REVIEW  
OF MARITIME  
TRANSPORT**

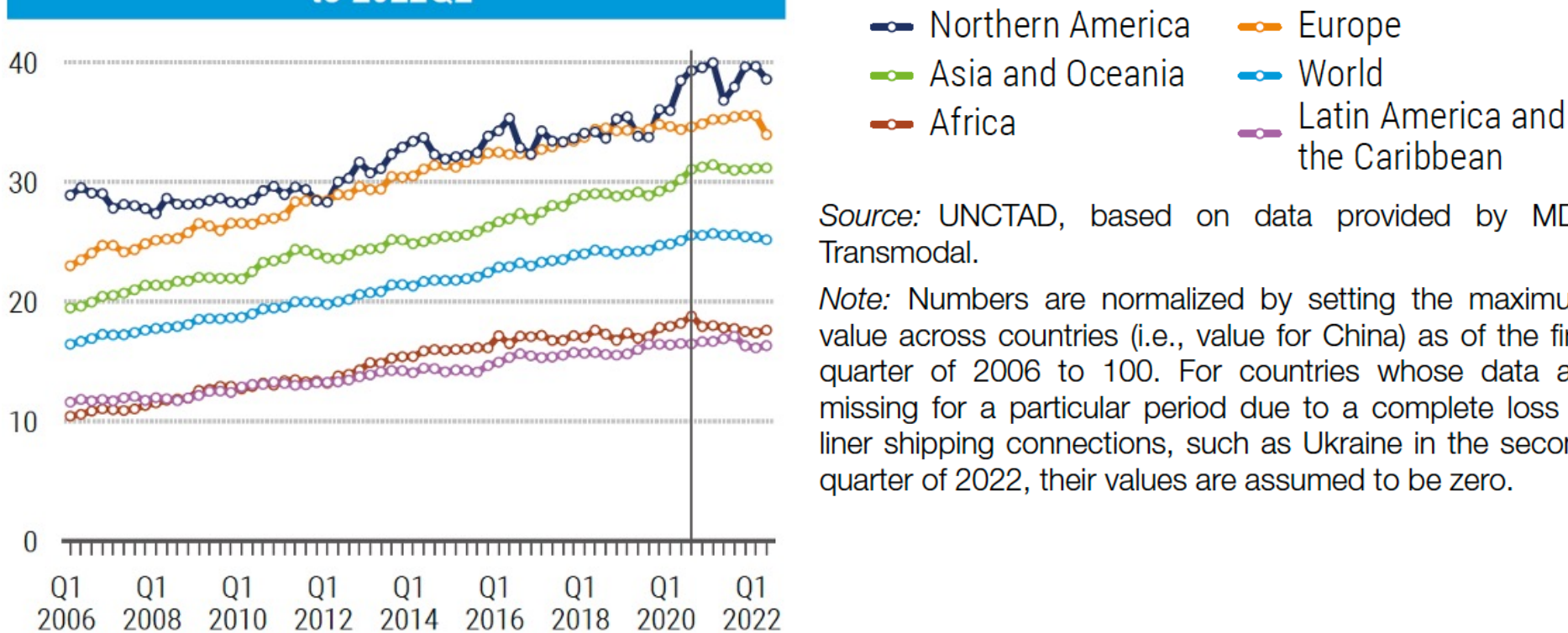
**2022**



UNITED NATIONS  
**UNCTAD**

# COVID-19 caused reduced connectivity (mainly in Africa and LAC)

Figure 4.18 LSCI, world and regional average from 2006Q1 to 2022Q2

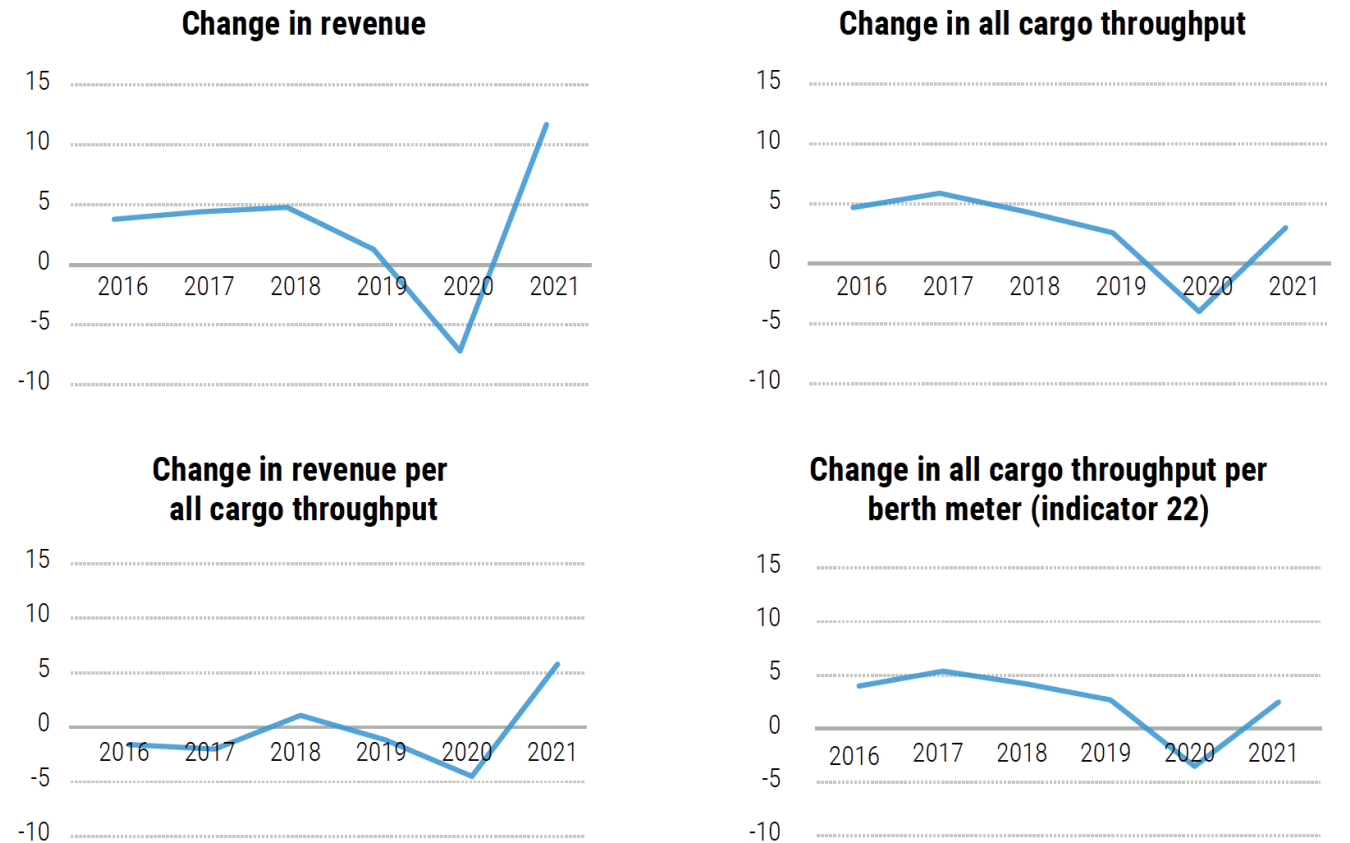


Source: UNCTAD, based on data provided by MDS Transmodal.

Note: Numbers are normalized by setting the maximum value across countries (i.e., value for China) as of the first quarter of 2006 to 100. For countries whose data are missing for a particular period due to a complete loss of liner shipping connections, such as Ukraine in the second quarter of 2022, their values are assumed to be zero.

# Port authorities: signs of post-COVID 19 recovery

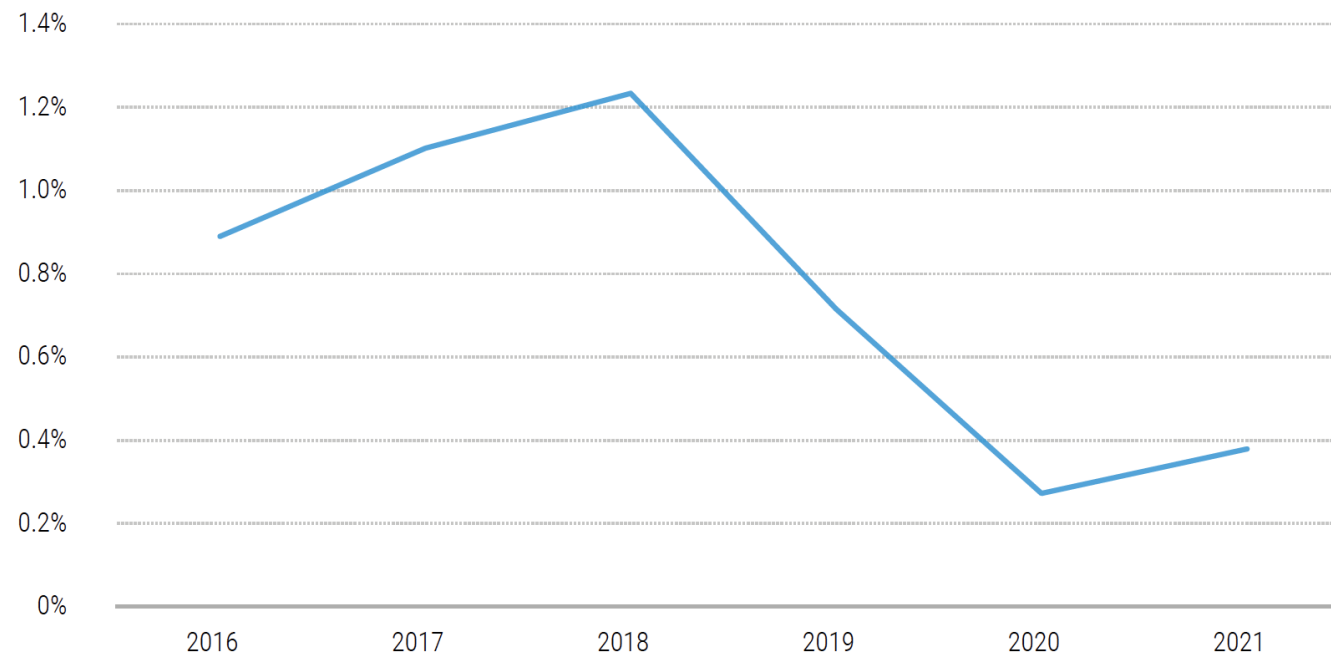
Figure 4.11 Revenue and cargo throughput, 2016–2021  
(median year-to-year percentage change across all ports)



Source: UNCTAD Secretariat calculations, based on data from port entities reporting to the TRAINFORTRADE PPS platform.

# Port authorities: less spending on training (going online)

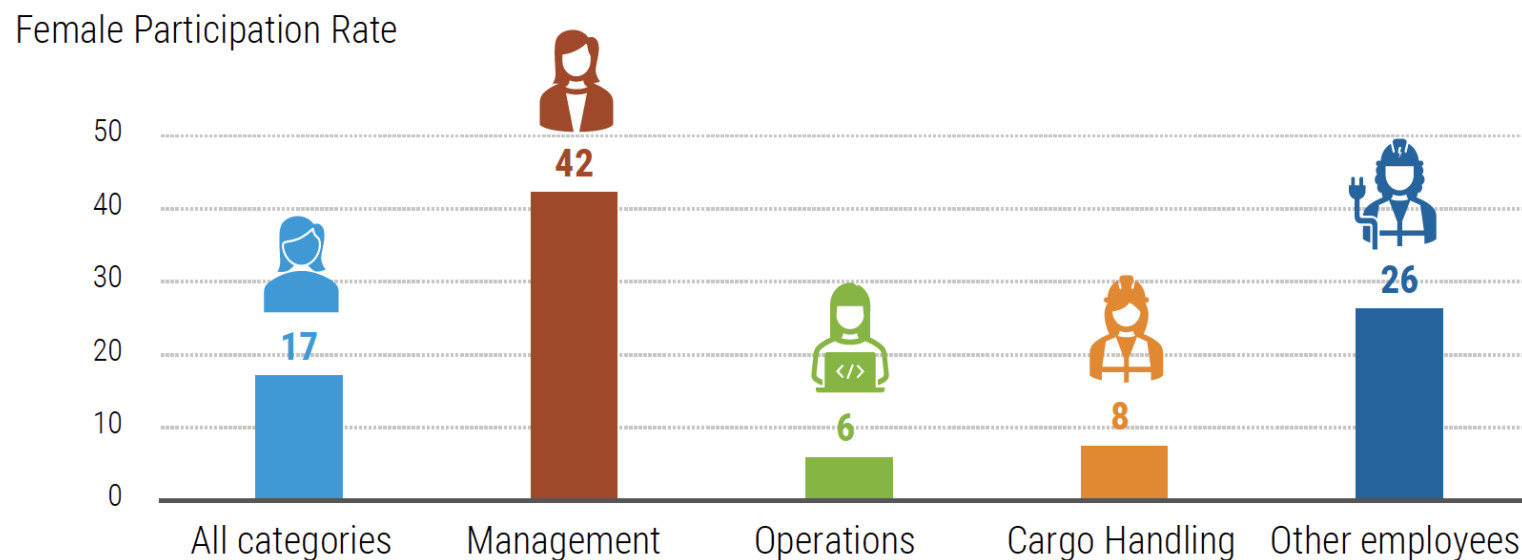
Figure 4.13 Training cost as a proportion of labour costs, 2016–2021  
(median across all ports)



Source: UNCTAD Secretariat calculations, based on data from port entities reporting to the TRAINFORTRADE PPS platform.

# Port authorities: female participation

Figure 4.14 Women's participation in port workforces, 2021  
(median across all ports)



Source: UNCTAD Secretariat calculations, based on data from port entities reporting to the TRAINFORTRADE PPS platform.

UNCTAD TRAINFORTRADE  
**Port Performance  
Scorecard**

**REVIEW  
OF MARITIME  
TRANSPORT**

**2022**



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# Global port-related performance indicators

1. Liner Shipping Connectivity Index (LSCI) – UNCTAD
2. Logistics Performance Index (LPI) – World Bank (WB)
3. Global Competitiveness Index (GCI) – World Economic Forum (WEF)
4. Ease of Doing Business Index (EDBI) – International Finance Corporation/WB:

and many others from JOC Group, World Customs Organisation (WCO), Global Federation of Competitiveness Councils (GFCC), UNCTAD STAT, UN Comtrade Database, International Transport Forum (ITF) – OECD



# Port systems across countries

## Indonesia

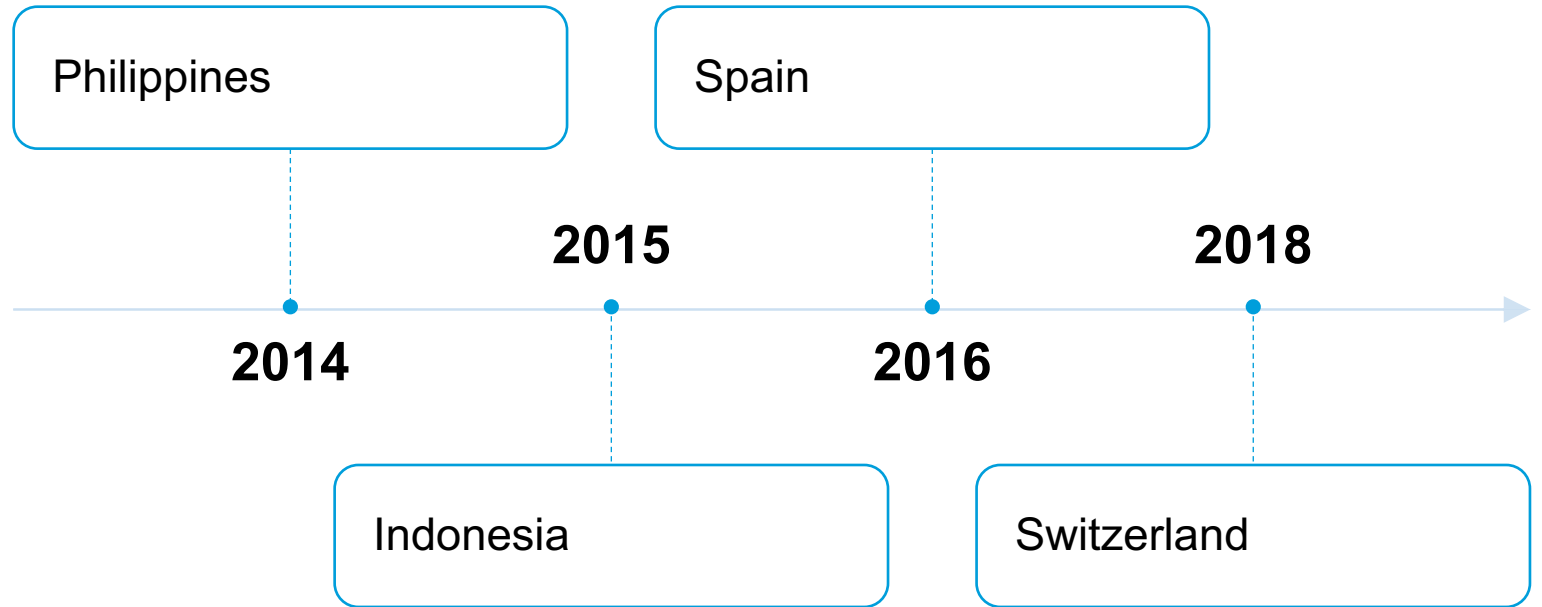
- 30 main ports
- 3672 ports in total



## Ghana

- 2 main ports
- 70% of trade going through Tema





# Port Performance Scorecard international events

# Port Performance Scorecard advantages

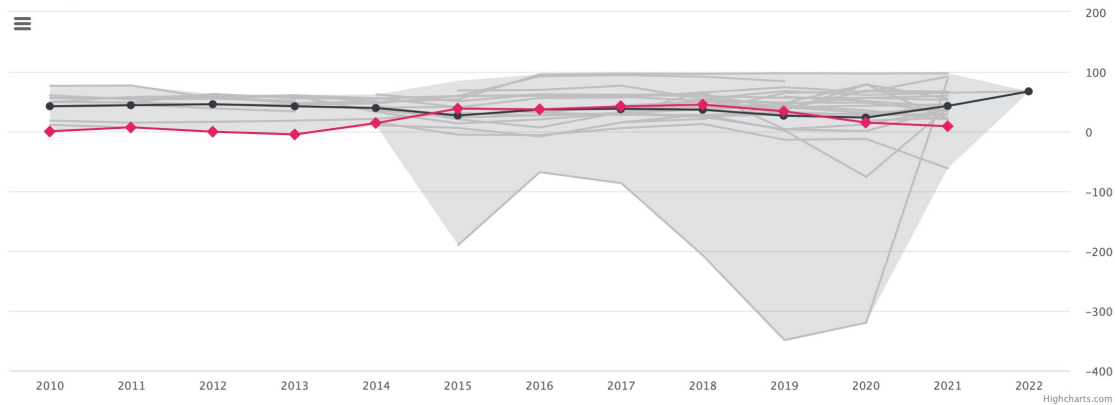
- Indicators agreed by ports and used by them for
  - strategic planning
  - benchmarking and assessment
  - innovation
- Collected on a port level  
(countries with 1 or >100 ports)
- User friendly and secure platform for reporting
- Global and regional benchmarks
- Integrated data checks and analysis





## EBITDA/revenue (operating margin)

EBITDA/revenue



Open-access demo also available at  
<https://pps.unctad.org/>

More information on  
<https://tft.unctad.org/thematic-areas/port-management/port-performance-scorecard/>

Reach out to us at  
[trainfortrade@unctad.org](mailto:trainfortrade@unctad.org)



# Port Performance Scorecard demo

# Thank you



Open registration and free of charge

Available in English, French and Spanish

More information on <https://tft.unctad.org>





### Log in

Username

Password

Remember me

Log in

[Reset password](#)

A demonstration version is available

Only public data resulting from statistical analyses can be accessed. A dummy Port Authority was created to enable the use of functionalities that depend on it (the data specific to this port is random).

[Demo](#)

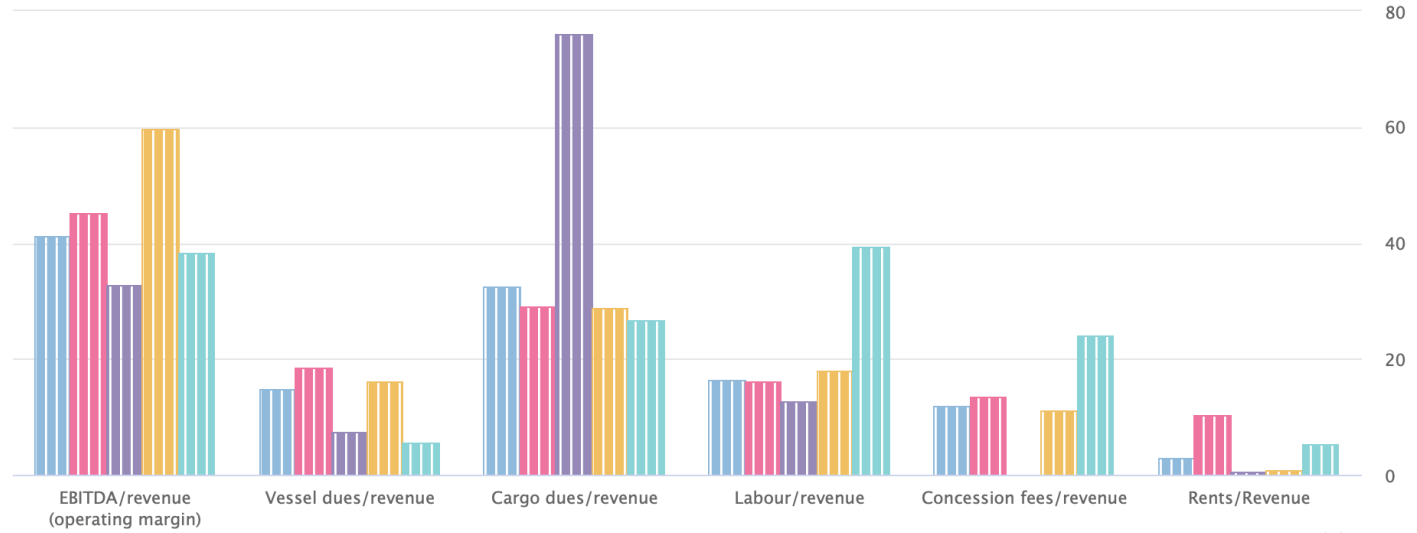
# Finance

(No description)

Actions ▾



● Median



Highcharts.com

- Min
- Average
- Median
- Max

⏪
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
⏩

Indicator	● Scorecard Global	● Scorecard Europe	● Scorecard Latin America	● Scorecard Asia	● Scorecard Africa
<b>EBITDA/revenue (operating margin)</b> ●	41.3%	45.2%	32.8%	59.7%	38.3%
<b>Vessel dues/revenue</b> ●	14.7%	18.5%	7.3%	16.0%	5.4%
<b>Cargo dues/revenue</b> ●	32.6%	29.2%	75.9%	28.9%	26.7%
<b>Labour/revenue</b> ●	16.4%	16.0%	12.6%	18.1%	39.2%
<b>Concession fees/revenue</b> ●	11.9%	13.4%	0.0%	11.2%	23.9%

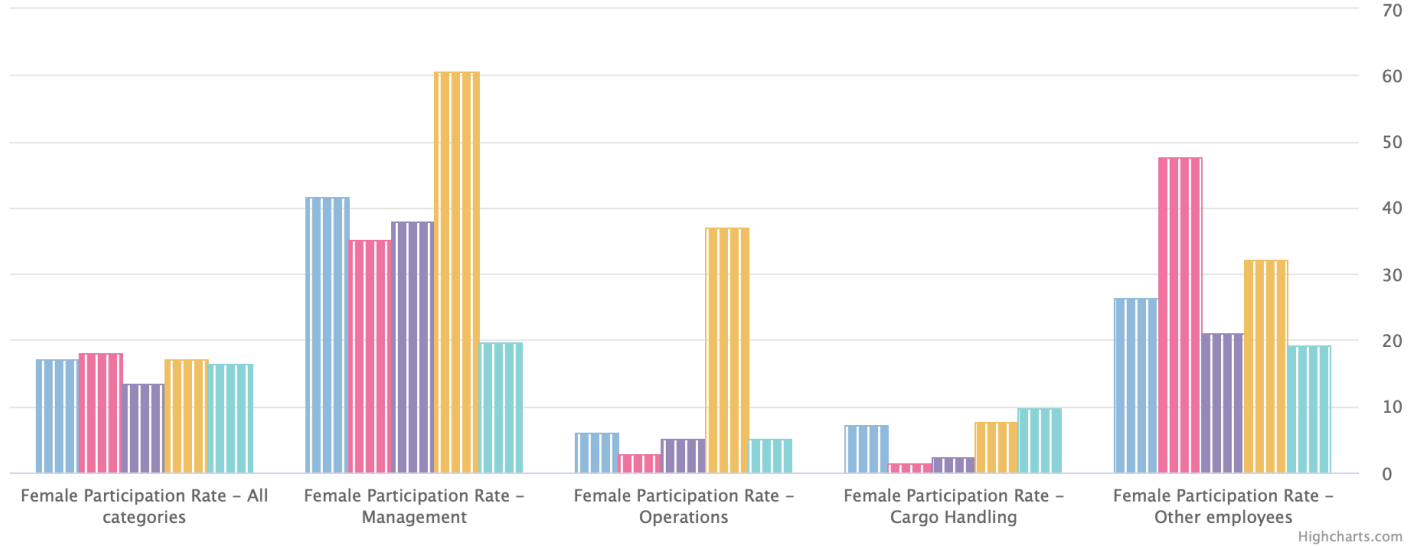
# Gender

Actions ▾

(No description)



● Median



Min
  Average
  Median
  Max

< 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 >

Indicator	● Scorecard Global	● Scorecard Europe	● Scorecard Latin America	● Scorecard Asia	● Scorecard Africa
Female Participation Rate - All categories	17.1%	18.0%	13.5%	17.0%	16.5%
Female Participation Rate - Management	41.7%	35.2%	37.9%	60.4%	19.7%
Female Participation Rate - Operations	5.9%	2.7%	5.2%	37.0%	5.1%
Female Participation Rate - Cargo Handling	7.2%	1.4%	2.4%	7.5%	9.6%



# Scorecard Global

Actions ▾

Consistency check in progress.

## Finance

< 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 >  
 Analysis:

	Analysis (2017 - 2021)			Ghana - Ghana Ports and Harbour Authority -Tema ▾					Options ▾
Indicator	N	Min	Max	2017	2018	2019	2020	2021	
<b>EBITDA/revenue (operating margin)</b> <small>Ranking: High to low</small>	122	-349.1%	97.4%	36.7% 58.1% 6 of 22	44.8% 51.6% 9 of 24	40.9% 30.3% 19 of 25	33.7% 29.1% 17 of 26	41.3% 42.8% 12 of 25	
<b>Labour/revenue</b> <small>Ranking: Low to high</small>	126	0.9%	91.9%	19.0% 20.8% 13 of 23	17.6% 26.4% 18 of 25	18.0% 30.1% 21 of 27	19.4% 27.6% 18 of 26	16.4% 23.2% 17 of 25	
<b>Vessel dues/revenue</b> <small>Ranking: High to low</small>	118	0.0%	65.7%	16.4% 0.0% 23 of 23	17.3% 0.0% 23 of 23	13.8% 5.8% 18 of 25	13.9% 6.3% 18 of 24	14.7% 5.2% 19 of 23	
<b>Cargo dues/revenue</b> <small>Ranking: High to low</small>	116	0.0%	94.4%	34.1% 25.2% 14 of 22	27.1% 27.1% 12 of 23	30.7% 31.4% 12 of 25	35.2% 25.4% 17 of 23	32.6% 26.7% 15 of 23	
<b>Concession fees/revenue</b> <small>Ranking: High to low</small>	101	0.0%	77.2%	6.6% 15.2% 7 of 20	15.6% 14.3% 11 of 20	13.3% 14.6% 10 of 21	10.2% 5.1% 13 of 20	11.9% 4.2% 13 of 20	
<b>Rents/Revenue</b> <small>Ranking: High to low</small>	114	0.0%	47.1%	2.7% 2.5% 12 of 22	2.8% 2.8% 12 of 23	3.3% 3.4% 12 of 24	3.2% 2.9% 12 of 22	2.8% 1.6% 13 of 23	

## Human resources

< 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 >



PPS Backend

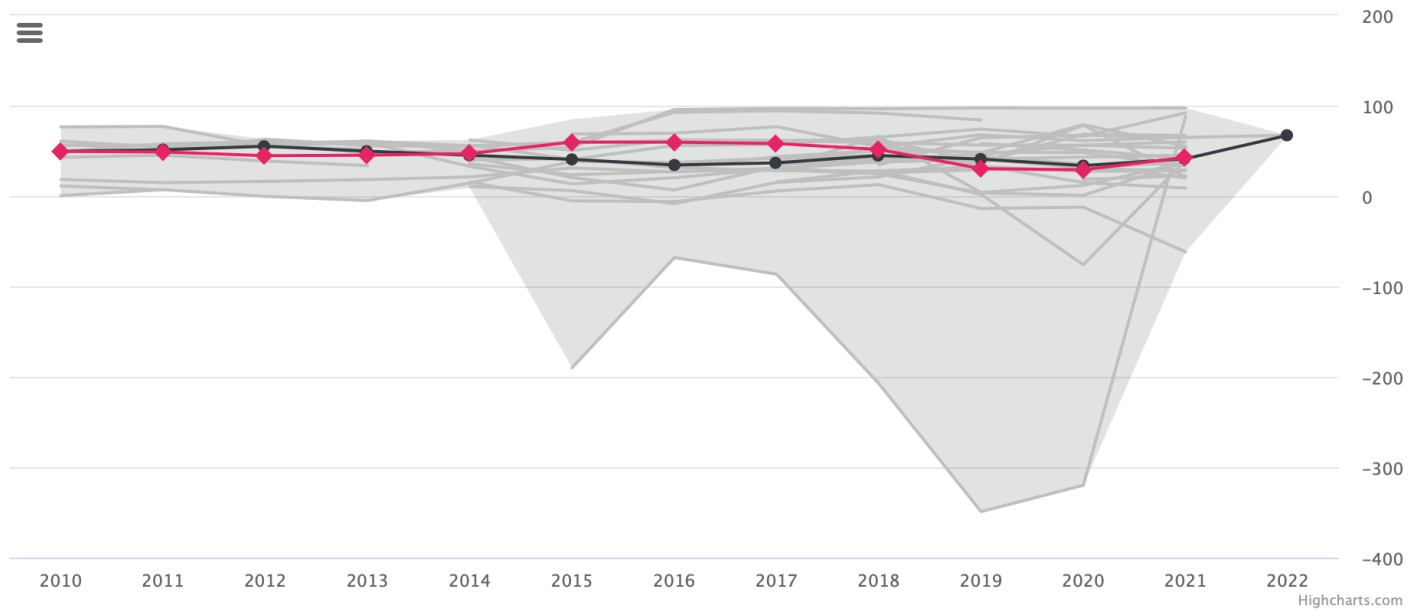


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## EBITDA/revenue (operating margin)

Actions

EBITDA/revenue



Showing:

Average  Median

< 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

# Scorecard Africa

Actions ▾

Consistency check in progress.

## Finance

< 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 >  
 Analysis:

	Analysis (2017 - 2021)			Ghana - Ghana Ports and Harbour Authority -Tema ▾					Options ▾
Indicator	N	Min	Max	2017	2018	2019	2020	2021	
<b>EBITDA/revenue (operating margin)</b> <small>Ranking: High to low</small>	21	-75.9%	58.1%	38.5% 58.1% 1 of 4	41.3% 51.6% 1 of 4	32.0% 30.3% 3 of 4	15.0% 29.1% 2 of 5	38.3% 42.8% 1 of 4	
<b>Labour/revenue</b> <small>Ranking: Low to high</small>	24	12.7%	67.1%	29.4% 20.8% 2 of 5	26.4% 26.4% 3 of 5	30.1% 30.1% 3 of 5	35.9% 27.6% 2 of 5	39.2% 23.2% 1 of 4	
<b>Vessel dues/revenue</b> <small>Ranking: High to low</small>	20	0.0%	31.2%	12.0% 0.0% 5 of 5	6.2% 0.0% 4 of 4	6.8% 5.8% 3 of 4	6.0% 6.3% 2 of 4	5.4% 5.2% 3 of 3	
<b>Cargo dues/revenue</b> <small>Ranking: High to low</small>	19	0.0%	56.1%	25.2% 25.2% 3 of 5	19.8% 27.1% 1 of 4	26.1% 31.4% 2 of 4	25.4% 25.4% 2 of 3	26.7% 26.7% 2 of 3	
<b>Concession fees/revenue</b> <small>Ranking: High to low</small>	20	0.1%	77.1%	10.9% 15.2% 2 of 4	10.8% 14.3% 2 of 4	14.0% 14.6% 2 of 4	25.0% 5.1% 4 of 4	23.9% 4.2% 4 of 4	
<b>Rents/Revenue</b> <small>Ranking: High to low</small>	21	1.6%	25.7%	5.0% 2.5% 5 of 5	6.3% 2.8% 4 of 4	7.1% 3.4% 3 of 4	6.3% 2.9% 4 of 4	5.3% 1.6% 4 of 4	



PPS Backend

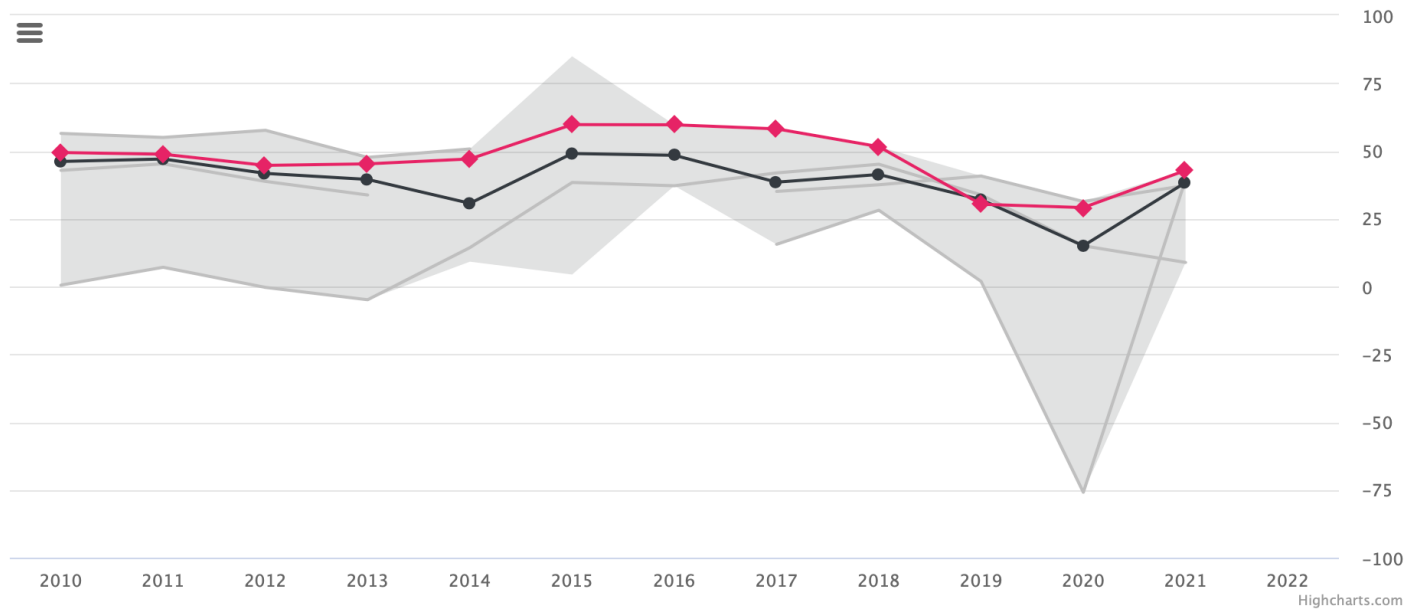


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## EBITDA/revenue (operating margin)

Actions

EBITDA/revenue



Showing:

Average  Median

< 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022