



Union for the Mediterranean  
Union pour la Méditerranée  
الاتحاد من أجل المتوسط



# LAUNCH OF THE STUDY ON GOVERNANCE MODELS OF MEDITERRANEAN PORTS

## Concept Note

**Date & time:** 10 December 2025,  
11:00h – 12:30h (duration: 1,5 h)

**Venue:** Auditorium, Port Authority  
of Barcelona (Address: World Trade  
Center, Terraza 1a planta, Edificio  
Norte, Muelle de Barcelona, 08039  
Barcelona)

**Organised by:** UfM Secretariat and  
MEDPorts Association in partnership  
with the Port of Barcelona

## The Study: Rationale and Added Value

The **diversity of governance and organisational models** among Mediterranean ports in terms of ownership, regulation, autonomy, and service provision, has underscored the **need for a systematic and comparative analysis**.

The **Study on Governance Models of Mediterranean Ports** fills this gap by providing a **comprehensive comparative analysis** of the diverse **governance and organisational models of ports across the Mediterranean**.

Conducted by the **Union for the Mediterranean (UfM) Secretariat** in collaboration with **MEDPorts Association**, the Study represents a **pioneering effort** to compile and analyse **data** on port structures, ownership models, regulatory frameworks, and operational responsibilities in the region.

The Study will be of **great added value** to all UfM and MEDports members, maritime transport stakeholders and other interested parties in the region, whether EU or non-EU, since there are currently no other similar initiatives in the Mediterranean region.

The Study includes an **in-depth comparative analysis** of the different **governance and organisation models** existing at the level of the **Mediterranean ports** that are members of MEDPorts. The **quality and quantity of information** provided by the Study make it **a unique and highly innovative** project in the Mediterranean region.

The MEDPorts Association comprises more than **30 members** from all shores of the Mediterranean representing more than 70% of the freight



traffic and 90% of the passenger traffic handled in the Mediterranean Sea.

The Study maps and analyses governance structures across **16 Mediterranean countries**, namely Albania, Algeria, Croatia, Egypt, France, Greece, Jordan, Italy, Lebanon, Libya, Malta, Mauritania, Morocco, Slovenia, Spain and Tunisia, and provides valuable **insights** to strengthen regional cooperation, policy alignment, and knowledge sharing.

The aim of this Study is fully consistent and **aligned** with the new **UfM Regional Transport Action Plan (RTAP) for the Mediterranean (2023-2027)**, endorsed at the 2nd UfM Transport Ministerial on Transport held in 2023. RTAP Action 25, on "Monitoring the functioning of transport systems", tasks the UfM Secretariat to consider the "establishment of a permanent knowledge centre [...] through the systematic collection and analysis of relevant data to monitor the functioning of transport systems in the Mediterranean region."

The results of the Study will be key a contribution to this **"permanent knowledge centre"**, which will support the activities of the UfM Regional Platform on Transport Connectivity and its thematic working groups, in particular the Working Group on Maritime Transport, and therefore fits perfectly into the **UfM Ministerial mandate**.

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## Official Presentation

The **Official Presentation of the Study on Governance Models of Mediterranean Ports** will be held on **10 December 2025** at **11:00h** at the **Port of Barcelona**.

It will **bring together** representatives of Mediterranean ports, policymakers, industry experts, private sector representatives, think-tanks and international organisations to present the Study to key stakeholders, and to discuss the study's **key findings** and their **implications** for **sustainable and efficient port governance in the Mediterranean**.

It will also serve to position the Study as a foundational **contribution** to the UfM permanent knowledge centre on transport systems, in line with RTAP Action 25. Finally, the Official Presentation will represent a unique occasion to explore future **cooperation opportunities** in the field of port governance and maritime transport.



## Programme

## INTRODUCTORY REMARKS

- **Francesc Carbonell**, Head of Sector for Transport, UfM Secretariat
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## OPENING SESSION

- **José Alberto Carbonell**, President, Port of Barcelona
  - **Dhouha Najjar**, Acting Deputy Secretary General for Transport and Urban Development, UfM Secretariat
  - **Jordi Torrent**, Secretary General, MEDPorts Association
- .....

## PRESENTATION OF THE STUDY ON GOVERNANCE MODELS OF MEDITERRANEAN PORTS

- **Sergi Sauri**, Director of CENIT
- .....

## Q&A SESSION