

# Albania In Political Economic Transition: The Case Of Privatisation Of The Port Of Durrës

Antzela Kapourani<sup>1</sup>, Miltiadis Mpotsis<sup>2</sup>  
Department Of Tourism, Ionian University, Corfu, Greece  
Department Of Tourism, Ionian University, Corfu, Greece

---

## **Abstract:**

*The article describes the privatisation process of the port of Durrës, Albania's main port, adopting a geopolitical approach, which is summarized as examining systemic sources of power, that constitute competition for vital goods, otherwise critical resources and the manipulation of their shortage in the Albanian State. In particular, the article presents laws concerning the privatisation of the port, financing of the port projects from foreign financial institutions and actions aimed at attracting a private capital. All these in conjunction with development and connection of the port to Corridor VIII and to AMBO oil pipeline, which will transport Caspian oil, through Burgas and the North Macedonia, to Avlona and then to Italy and Western Europe<sup>1</sup>. The aim is to draw conclusions as to the extent to which an important source of wealth, such as the port of Durrës, has been ceded to foreign forces in order to enable Albania to acquire the absolutely necessary external financial assistance for its restructuring after the fall of Communist regime.*

**Key Word:** *Durrës port privatization, economic transition, geopolitical analysis*

Date of Submission: 08-02-2025

Date of Acceptance: 18-02-2025

---

## **I. Introduction**

A key factor in a country's economic development is the transport sector. In Albania, the sector in question was in serious lack of capitals after the fall of the communist regime and the need to cover them was urgent. The needed capital was huge and the economic potential of the country was extremely limited, which made external financial assistance necessary. With the aim of attracting a private capital, apparently from abroad, as in the first years after the fall of regime, Albania did not have a private capital, in 1998 Albanian Government proceeded with the privatisation of the strategic sector of economy, which includes transport. This article presents the privatisation process of the port of Durrës, the main Albanian port, with a geopolitical approach. Geopolitical approach is summarized as an examination of systemic sources of power that constitute competition for resources and manipulation of their shortage in Albanian state. In particular, it appears that foreign financial institutions and consultancy firms defined to a large extent the operational status of the port after privatisation, thereby gaining a high degree of control over the port and making the country dependent on foreign financial aid.

## **II. Durrës Port And Corridor VIII**

The port of Durrës is the largest port in Albania and it's located in the southeastern part of the Adriatic Sea and 36 km west of its capital, Tirana. It is the gateway of Corridor VIII towards Albania and the Eastern Balkans, a geographical location that explains the interest of the United States, countries of Western Europe and Turkey for its privatisation, as the private companies, through their activities in the port, will exercise forms of control over it. The decision for the creation of this corridor was reaffirmed in 1994 and 1997 at the second and third Pan-European Conferences in Crete and Helsinki and its implementation is co-financed by the United States. Corridor VIII will connect Durrës with North Macedonia, Sofia, and from there, with Varna on the Black Sea and further south with Istanbul. This axis has been planned by Italians since the end of the 19th century, as the railway link between Durrës and the interior of the Balkans would serve the transport of Italian goods from ports of the

---

<sup>1</sup> Corridor VIII will connect the port of Durrës with North Macedonia, Sofia and from there with Varna to the Black Sea and with Istanbul. Parallel to this corridor it is planned to pass the oil pipeline-Ambo from the Caspian Sea, via Burgas and North Macedonia, to port of Avlona and from there to Italy and Western Europe. Both Corridor VIII and AMPO have been designed to facilitate the flow of goods, people, oil and gas between the Balkan countries and the EU countries, which serves not only the interests of the countries they pass through, but also of America, Italy and Turkey.

Miltiadis Botsis (2005), AMBO Oil Pipeline, Greek Projects and USA, Institute of Defence Analysis, Athens.  
<https://www.researchgate.net/publication/362325407>

south to the east via the maritime link between the two coasts. It would serve Italian geopolitical interests, as it would link Italy with the Balkan region, which is of vital importance for its security and expansion. It should also be noted that the construction of the Corridor VIII poses a significant risk of degradation of Egnatia road. Diplomatic efforts by Greeks were directed towards transporting Paregnatia southerly in order to coincide with Egnatia, making Thessaloniki and Igoumenitsa the main exits of trade from the East and the Balkans to the West. An underground dispute arose over this issue in the context of the Stability Pact, when Americans, Turks, Austrians and Italians finally imposed Durrës as the final end of the road axis<sup>2</sup>.

It should also be added that the Public Investment Program (1996-1998<sup>3</sup>), which was supported by the World Bank, noted that significant increases in the public sector investment were needed to develop Albania's inadequate infrastructure. The efficient improvement of the port was of high priority and a division of responsibilities between private and public sectors was deemed necessary in order to achieve it.



Figure 1 Corridor VIII

### III. Privatisation In Strategic Sector

With the Law No 8306 (14 March 1998) on strategy for privatisation of strategic companies<sup>4</sup> started the final and decisive period of the process of transforming Albanian economy. The privatisation of strategic sectors was envisaged to be carried out with the participation of strategic investors, who would have to buy at least 30% of shares, while privatisation with coupons could not exceed the value of 20%. The restructuring and privatisation of these sectors required major investments which could only be made by strategic investors. In order to make these sectors more attractive, the firms were subjected to certain restructuring activities prior to the privatisation: they were to be converted into public limited companies and then some of them were to be divided into smaller units. Under the guidance of international organisations, such as the IMF and the World Bank, the aim was to attract foreign strategic investors who would bring in new technologies, capital, corporate structures and know-how<sup>5</sup>. The tender was set out as the privatisation method for strategic sectors; in open tenders all interested parties were invited to submit an offer, in closed tenders only candidates were invited directly by the Privatisation Agency. The above procedure was also applied on the privatisation of the port of Durrës.

<sup>2</sup> Botsis, Miltiadis (2005), AMBO Oil Pipeline. Greek Projects and USA, Institute of Defence Analysis, Athens. [https://www.researchgate.net/publication/362325407\\_Petrelaiagogos\\_AMBO\\_Ellenika\\_schedia\\_kai\\_EPA](https://www.researchgate.net/publication/362325407_Petrelaiagogos_AMBO_Ellenika_schedia_kai_EPA)

<sup>3</sup> <https://documents1.worldbank.org/curated/ru/214301553482774253/pdf/Albania-Durres-Port-Project.pdf>

<sup>4</sup> Law no. 8306, 14.3.1998. 'On a strategy for the privatisation of sectors of particular importance'. El-Z-1998, No.8, p.275. ¶

<sup>5</sup> Malaj, A., & Mema, F. (2003). Strategic privatisation, its achievements-and-challenges. BERG Working Paper Series No 41. Bamberg University, Bamberg Economic Research Group.

<https://econpapers.repec.org/scripts/redirector.pl?u=https%3A%2F%2Fwww.econstor.eu%2Fbitstream%2F10419%2F39706%2F1%2F362952000.pdf;h=rep;zbw:bamber:41>

#### **IV. The Progress Towards Privatisation Of The Port - Review Of Relevant Legislation**

The privatisation of Durrës port was a long process. According to K. Ibrahim<sup>6</sup>, who presents in detail the transformation of the port, the process was gradually completed with a series of laws and ministerial decisions over a period of about 20 years. The specific laws and decrees are summarized below:

- Law 7638/1992 "On commercial companies," as amended by Law 9901/2008 "On traders and commercial companies" transformed all ports in Albania into commercial companies. However, these companies had no competence in matters of privatisation or licensing of port operations, as decided by the Ministry of Public Economy and Privatisation (MPEP) and the Ministry of Public Works; Transport and Telecommunications (MPWTT).
- Law 8306/1998 "On the method of privatisation of sectors of strategic importance" defined privatisation as "partial or total transfer of ownership, use and development rights to legal persons, i.e. companies." Article 4 "identified seaports as a strategic sector." on the Albanian economy, while Article 5 stated that "the form and the structure of the type of the privatisation would be determined by law". Article 13 designated the Ministry of Public Economy and Privatisation (PEP) "as the representative of the public owner responsible for implementing the privatisation strategy".
- Decision No 621/1993 of Council of Ministers (CM), as amended by Ministerial Decisions No 763/1996 and 198/1997 concerning "the rights to grant licences for activities on transport section" conferred on MPWTT the right to grant licences for all port services. However, since 2008, half of the licences have been issued by "One Stop Shop," as part of innovative reforms to improve the business climate.
- Law 9130/2003, "On Port Authority"<sup>7</sup> was the regulator in port regime. Its objective was "Economic development through direct private sector investment, reduction of public expenditure and modernisation of ports". "Commercial ports" were transformed into "landlord ports" in order to increase their independence and to be able to lease, grant and license certain port activities. In particular, Article 4 of that Law defines as "landlord port" the port where Port Authority manages only infrastructure and does not engage in commercial activities and services, and as a "commercial port" the one who carries out commercial activities within its basin.

This law was drafted by Hamburg Port Consulting, a specialised German company, which clearly defined operating status and responsibilities of Port Authority. Its management model stipulated that all infrastructure, in particular terminal stations, as well as facilities, would be leased to private operators on a mostly long-term basis, while Port Authority would retain ownership and management of the land. In this sense, Port Authority of Durrës, as "Land Administrator Port," has the right to conduct commercial activities only through private companies, as well as to manage and control the port in accordance with guidelines, decrees and regulations set out by law. Therefore, Port Authority of Durrës is the owner and manager of the entire infrastructure, but all port operations are supported by private companies<sup>8</sup>. As it's made clear from the above, by 2005 the port had been transformed into a joint stock company with the possibility of Port Authority to act as a "Landlord port". At the same time the role of the private sector in port operations has been increased. In addition, the port had to go through other reforms in order to meet objectives of the World Bank and to transform from a public port to a landlord port. According to the National strategy for development and Integration 2007-2013<sup>9</sup>, the port had to have a land use plan with alternative development options. The alternative chosen by Port Authority of Durres was to develop the port into specialised terminals; for this purpose, it was divided into four terminals, three of which were leased to different private companies<sup>10</sup>, while the western terminal continued to operate under Port Authority of Durres. More specifically, in 2013 the passenger terminal was leased for management to the German company AFTO and the terminal container to the Albania-based company DCT-Durres Container Terminal with shareholders a British, an Italian and a Turkish company. Finally, the eastern station was granted to the German company EMS-Albanian Port Operator.

---

<sup>6</sup> Ibrahim, K., (2009), Port reform in Albania: *1st International Conference "Management Challenges During Transition"*, DOI:[10.13140/RG.2.1.4379.8484](https://doi.org/10.13140/RG.2.1.4379.8484)

<sup>7</sup> Law 9130, On Port Authority

<sup>8</sup> Statute of the Port Authority of Durres was adopted by the Ministerial Decision of Council of Ministers "On the Adoption of Statute of the Port Authority of Durres and its reorganisation" (10.09.2004), defining its organisational form, operating and administrative regulations and relations between actors involved.

<sup>9</sup> Albanian Government, 2013, *National strategy for development and Integration 2007-2013*. <https://www.esiweb.org/pdf/albania%20%20National%20Strategy%20for%20Development%20>

<sup>10</sup> Integrated and Sustainable Transport in Efficient Network-ISTEN, DT1.1., *Local context analysis for Durrës port system*.

[https://isten.adrioninterreg.eu/wp-content/uploads/2020/04/DT1.1.7\\_Durres.pdf](https://isten.adrioninterreg.eu/wp-content/uploads/2020/04/DT1.1.7_Durres.pdf)

## **V. Projects With International Financing**

During transformation of the port from a public to a landlord port, a number of projects financed by international organizations were carried out to improve port facilities and its overall efficiency.

- The “Ferry Terminal” project, which was financed by EIB (European Investment Bank) with EUR 5 million (PHARE 95), provided for the reconstruction of an existing quay and the construction of a new one.
- The “Port of Durrës” project was financed with 23 million dollars (World Bank-IDA-17 million dollars, OPEC-5 million dollars, State Budget-1 million dollars) and aimed at improving the efficiency of the port by increasing commercial orientation, through the creation of an autonomous port authority, privatisation of port activities, improvement of the port's customs procedures and improvement of functions and security”.<sup>11</sup>
- Project “Restoration of the Port Infrastructure of Durrës” was funded with an amount of €17 million (EIB-01) and completed the first project.
- Project “Albania: Port of Durrës”, which was financed with an amount of 40 million € (EIB-18 million €, European Bank of Reconstruction and Development-14 million €, EC and State Budget-8 million €, '06), aimed at implementing the new law on port authority, reducing political intervention in management of the port and integrating fair competition into cargo handling services.
- During its long cooperation with the port of Durrës ('03-08), the company Hamburg Port Consulting has drawn up the Port Authority Act and several reports, including “Improvement of Operations in the port of Durres” and “New Classification Structure for Port of Durres Authority” with a view to regulating operational matters of the port<sup>12</sup>.
- The Royal Haskoning project “Updating the master plan for the port of Durrës” was financed with €1 million (EC-'08) and aimed at the introduction of modern port operations within the framework of the Albanian Government's commitment to privatisation<sup>13</sup>.

## **VI. Geopolitical Benefits From The Port Reform And Its Connection To Corridor VIII For The Countries Involved**

The above funding, shows the great interest of international organisations in Durres port, as its accession to their control would offer them, due to its geographical location, not only direct access to trade and energy routes of the Balkans and Eastern Europe but also the realization of their geopolitical objectives.

M. Botsis<sup>14</sup> details economic and geopolitical benefits that countries involved will derive from the completion of Corridor VIII:

Albania has taken a crucial role in the United States' strategic planning for the Balkans and Central Asia, because its port will become a point of reference for a wider region, as it will become a land-based exit for energy reserves of the Caspian and former Soviet Muslim Republics of Central Asia towards the Adriatic. The route of these supplies will be: Baku-Georgia-Bulgaria-FYROM-Albania. Furthermore, connecting the port to Corridor VIII means increasing the volume of goods transported, capital inflows and development of services related to the operation of the port (inland transport, shipbuilding, development of shipping and insurance companies, banking services, etc.).

Italy will also be particularly benefitted as this road axis will lead from the Black Sea to Bari and Brindisi via a coastal link to the ports of the central Adriatic. Italy will thus gain a dominant position in the Adriatic Sea, which will become an area of international communication, economic and political cooperation and a naval base of great strategic importance for the entire Eastern Mediterranean region.

As far as the United States is concerned, implementation of this axis is part of a more general American concept for the creation of an American-Turkish zone of interest in the Balkans and the North Mediterranean. The construction of this road axis ensures their geopolitical interests and it's part of Washington's efforts to create a transversal energy, military and transport axis linking the Black Sea with the Adriatic. The United States aims to weaken the role and influence of Germany and France in particular, and to exclude Russia from the Balkans and warm seas.

The benefits of Corridor VIII will be several for Turkey too. Bearing in mind that Turkey has undertaken the modernisation of facilities at the Naval Base of Avlona and the possibility of docking its warships there, the road connection of Durrës to Avlona gives Turkey the advantage of direct access to a base of exceptional strategic importance. This base together with the Italian Naval Station of Otranto, on the opposite coast, control the

---

<sup>11</sup> Berger, L., Int. Corp. (2000). *Report-Land Use Plan*.

Berger, L., S.A. (2004). *Report-Albania National Transport Plan-Phase 2 Study*.

<sup>12</sup> Hamburg Port Consulting. (2008). *Report-Development of New Tariff Structure on DPA*.

Hamburg Port Consulting. (2008). *Report-Performance Operations Improvement on DPA*.

<sup>13</sup> Royal Haskoning. (2008). *Final Report-Establishment/Update of the Masterplan for PDA*.

<sup>14</sup> Botsis, Miltiadis (2005), AMBO Oil Pipeline. Greek Projects and USA, Institute of Defence Analysis, Athens. [https://www.researchgate.net/publication/362325407\\_Petrelaiagogos\\_AMBO\\_Ellenika\\_schedia\\_kai\\_EPA](https://www.researchgate.net/publication/362325407_Petrelaiagogos_AMBO_Ellenika_schedia_kai_EPA)

entrance to the Adriatic. In this way Turkey will acquire a new channel of communication with Western Europe, while extending its influence to western coasts of the Balkans.

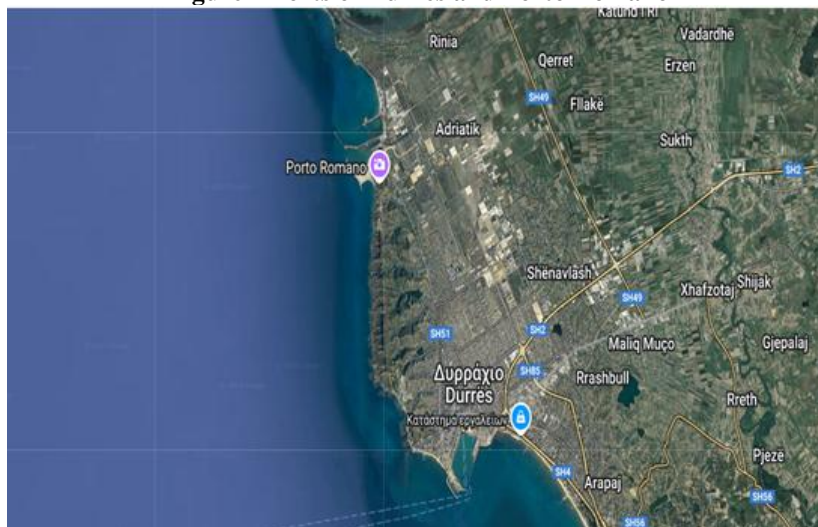
## **VII. The Port Of Durrës Today - Plans For The Establishment Of A New Commercial Port And The Conversion Of The Existing One Into A Yacht Marina**

### **The new commercial port**

In December 2022, Albanian Prime Minister Edi Rama presented a plan for the construction of the new commercial port of Durrës in the Porto Romano region, a project supported both by North Macedonia and Kosovo. The new port will have dry ports<sup>15</sup> in Pristina and Skopje. At the same time, this plan provides for the conversion of the existing commercial port into a marina for yachts<sup>16</sup>.

The forms of public-private grant or cooperation funding were selected for the construction of the new commercial port and the international competition was launched in 2023. For the first phase of constructions Albanian government intends to cover 46% of the investment from the country's budget, but the implementation of the project will depend on attracting private co-investors. According to Royal Haskoning DHV, which is working on a feasibility study for the new port in Porto Romano, the first phase of work is expected to be completed in 2025, but the port will be fully completed in 2050. Another aspect that needs to be considered, is the port's connection to land networks, road and rail, as the service of the international trade depends on combined transport. The port of Durrës has good road connections with the national and international road network, but there is no rail connection from the terminals, with the exception of the eastern one, which is dedicated to dry bulk cargoes. That is why, the establishment of the new port in Durrës is also revitalising the ambitious project of Trans-European Corridor VIII, part of which, as has already been mentioned, will connect Albania with Skopje by a modern highway and possibly by rail too. Work on this new highway has already started on the side of North Macedonia, which after 4-6 years will be connected to the port of Durrës, and via Corridor VIII, to the Black Sea. What should also be noted is that European funds are being used to rehabilitate the Durres-Tirana railway line (EU grant and EBRD).

**Figure 2 Ports of Durrës and Porto Romano**



### **Conversion of the existing port into a luxury marina**

The project for the exploitation of the port of Durres provides for the conversion of the existing commercial port into a marina for super yachts<sup>17</sup>, a complex project involving hotels, shops and luxury homes. The project, which is said to contribute to tourist development of the region and will give Durrës the largest Mediterranean marina, has been budgeted at \$2.5 billion and will be funded by the United Arab Emirates EMAAR Group. EMMAR Properties is one of the world's largest developers of large real estate projects (Dubai, Egypt, Morocco, USA, Lebanon, etc.).

<sup>15</sup> "Dry Port" is an inland terminal that can be reached from a seaport by truck, train. In particular, a dry port functions as a shipping centre for inland sea freight.

<sup>16</sup> <https://www.kryeministria.al/en/newsroom/prezantohet-projekti-per-portin-e-ri-tregtar-te-durresit-ne-porto-romano/>

<sup>17</sup> <https://www.kryeministria.al/en/newsroom/46352-2/>



*Figure 2 Converting the existing port into a yacht marina*

### **Dark spots of the new port agreement and reactions**

According to articles of the Albanian press, the draft law establishing the new port has several dark spots. The main points mentioned in the relevant draft law are the exemption of the company from obligation to pay the infrastructure impact tax and the fact that certain state properties are transferred to the company which will take over the project. In particular, the draft law states: “The company [which will undertake] implementation of Durrës Marina & Yachts project is exempted from obligation to pay the infrastructure impact tax, the new construction tax and the social housing contribution, in accordance with legislation in force on local tax system and with applicable social housing legislation. The value of the waiver shall form part of the contribution of the Albanian State to the investment in accordance with the agreement set out in Article 1 of this law”.

It follows: “The State real estate which has been transferred to Property Fund in order to support Strategic Investments for development and implementation of the strategic investment plan “Marina & Jahtet e Durrës” (Durrës Yachts & Marina), by decision of the Ministry Council, are transferred to “Albanian Seaports Development Company”. This company is an Albanian subsidiary of also Albanian Durrës Marina with 33% of its shares, while the remaining 67% is owned by Eagle Hills Real Estate Development, headquartered in Abu Dhabi. 25% of shares of Eagle Hills Real Estate Development is owned by EMMAR Properties, which, as mentioned above, will finance the project of the luxury marina in Durrës. It is also worth noting that the text of the agreement does not indicate the value of investment to be made for the construction of hotels and buildings in the port. As expected, this specific draft law has sparked a lot of reactions within the country, with the opposition talking about mortgaging the country's main port in order to serve the interests of a private company.

### **VIII. Conclusion**

Privatisation of the main port of the country was a long process. The process began with the transformation of the port into a joint stock company, which, however, did not have any competence in matters of privatisation or licensing of port operations. Licences for the port services were initially granted exclusively by the MPWTT. However, since 2008, as part of innovative reforms to improve business climate, half of licences have been issued by the One Stop Shop agency. The decisive step towards privatisation was the transformation of ports from "commercial ports" to "landlord ports". That means that Port Authority owns the land and manages port infrastructure, i.e. it can rent out, grant and license certain port functions, but it can only engage in commercial activity through private companies.

This specific step, however, created an overlap of competences in the area of concessions, leases and licences between the MPWTT and the Port Authority. The overlap of competences left room for irregularities and corruption and made the area unsafe for private investments, especially the foreign ones. Private companies operating in the port of Durres were Albanian and the interest of foreign investors is very recent, as demonstrated by the intention of the Arab company EMAAR to invest in the establishment of a marina for luxury yachts in the port of Durres.

Unlike private investors, international organisations such as the WB, the EBRD and the EIB, financed a number of projects aimed at ensuring a smooth course towards privatisation of port operations, improvement of facilities and increase of commercial orientation. In addition, the involvement of foreign countries was extended to provide know-how for the implementation of the objectives of the government programme, as the Albanian Government cooperated with the IMF, the WB and other international organisations to this end. Foreign

companies, such as HPC Hamburg, were involved in organising a privatisation process in the strategic transport sector, which was also followed in other ports.

In conclusion, the privatisation of the port achieved its initial objectives, as formulated by the WB and as stated in the Project Evaluation Document (PAD).

These included: (a) increase of the commercial orientation of the port through the establishment of an autonomous port authority, privatisation of port operations, improvement of customs procedures and improvement of operations and security, and (b) restoration of port infrastructure to meet the expected demand for traffic and to attract transit traffic; however, privatisation of port operations as a whole also presents a number of vulnerabilities; particularly for the port of Durrës, the overlapping competences between operators concerning leases and concessions and the corruption, have created an unsafe climate for private foreign investment.

As regards the influence of the strong economic West on privatisation process, it is noted that they desire to integrate the country into the sphere of neoliberalism, both through the provision of know-how for privatisation and through financing of projects that would improve port performance and would attract foreign investors. Judging from the very recent interest of foreign investors in port of Durrës, it seems that the West's projects are on track and their course remains to be followed in the future. However, it should be noted that if future concession and lease agreements are on the same terms as those made for the establishment of the new commercial port and marina in the port of Durrës, Albania will not avoid the mortgage of its wealth-producing resources in foreign interests, thereby placing itself in a state of dependence on foreign countries and losing its autonomy in management of those resources.

### References

- [1]. DCM No. 493, 01.08.2012 "On Granting A Concession To The Eastern Terminal Of The Port Of Durres".
- [2]. DCM, No. 1214, 03.09.2008 "On Approval Of The Transport Sector Strategy".
- [3]. DCM, No. 27, 19.01.2008 "On Approval Of The Transport Sector Strategy".
- [4]. Law "On Maritime Administration". 2009.
- [5]. Law "On Concessions". 2006.
- [6]. Law "On Port Authority". 2003.
- [7]. Law "On The Strategy Of Privatization On Significant Sectors". 1998.
- [8]. Law "On Transformation Of State-Owned Societies In Commercial Societies". 1995
- [9]. Official Journal Of The Republic Of Albania. [www.Qbz.Gov.AL/](http://www.Qbz.Gov.AL/) (1995, 2006, 2007, 2008, 2009, 2010)
- [10]. Hashi, I., & Xhillari, L. (1999). Privatisation And Transition In Albania. *Post-Communist Economies*, 11(1), 99–125. <https://doi.org/10.1080/14631379996066>
- [11]. Ibrahim, K. (2009), Port Reform In Albania: 1st International Conference "Management Challenges During Transition", DOI:10.13140/RG.2.1.4379.8484
- [12]. Konomi, I. (2015). An Overview Of The Albanian Privatization Process. In *European Scientific Journal* 11(31). <https://eujournal.org/index.php/esj/article/view/6617>
- [13]. Lea, J. P. (1993). Tourism Development Ethics In The Third World. *Annals Of Tourism Research* 20(4),701-715. <https://doi.org/10.4324/9780203040393>
- [14]. Malaj, A., & Mema, F. (2003). Strategic Privatization, Its Achievements And Challenges. BERG Working Paper Series No 41, Bamberg University, Bamberg Economic Research Group. <https://econpapers.repec.org/scripts/redir.pf?u=https%3A%2F%2Fwww.econstor.eu%2Fbitstream%2F10419%2F39706%2F1%2F362952000.pdf&h=repec:zbw:bamber:41>
- [15]. Metalla, Vata, Pupa & Kacadej (2018), Privatization Of Bulk Terminal Operations And Its Efficiency: The Case Of Durres Port, *International Review Of Management And Business Research*, 7 (2).
- [16]. Mostafanezhad, M And Norum, R (2016) Towards Geopolitics Of Tourism. *Annals Of Tourism Research*, 61, 226-228. <https://doi.org/10.1016/j.annals.2016.08.003>
- [17]. Botsis, Miltiadis (2005), AMBO Oil Pipeline. Greek Projects And USA, Institute Of Defence Analysis, Athens. [https://www.researchgate.net/publication/362325407\\_Petrelaiagogos\\_AMBO\\_Ellenika\\_Schedia\\_Kai\\_EPA](https://www.researchgate.net/publication/362325407_Petrelaiagogos_AMBO_Ellenika_Schedia_Kai_EPA)
- [18]. Papajorgji, E. (2014). A Critical Analysis Of The Strategic Sector Privatization In Albania. *Academic Journal Of Interdisciplinary Studies*, 3(4) <https://doi.org/10.5901/Ajis.2014.V3n4p319>
- [19]. Shehaj, E. & Milo, L. (2007). "Lessons To Be Learned From Mass And Strategic Sector Privatization In Albania" In: *The Challenges Of Participation Of Local Businessmen In Strategic Sector Privatization. The Case Of Albania Compared With The Experience Of Eastern Europe*. Albanian Socio-Economic Think Tank (ASET), Tirana.P.75-88
- [20]. Berger, L., Int. Corp. (2000). Report-Land Use Plan.
- [21]. Berger, L., S.A. (2004). Report-Albania National Transport Plan-Phase 2 Study.
- [22]. Hamburg Port Consulting. (2008). Report-Development Of New Tariff Structure On DPA.
- [23]. Hamburg Port Consulting. (2008). Report-Performance Operations Improvement On DPA.
- [24]. Royal Haskoning. (2008). Final Report-Establishment/Update Of The Masterplan For PDA.
- [25]. World Bank. (2007). Performance Assessment Report–Durrës Port Project.
- [26]. World Bank. (2005). Report- Integrated Coastal Zone Management And Clean-Up Project.
- [27]. World Bank. (2005). Implementation Report On A Credit For Durres Port Project. <https://documents1.worldbank.org/curated/Ru/214301553482774253/Pdf/Albania-Durres-Port-Project.Pdf>
- [29]. <https://politiko.al/english/e-tjera/dokumenti-projektligji-per-portin-e-durresit-qeveria-perjashton-shoqerin-i470389>
- [30]. <https://balkaninsight.com/2022/11/09/albania-gov-in-fast-track-procedure-for-privatizing-the-country-main-port/>
- [31]. <https://www.kryeministria.al/en/newsroom/prezantohet-projekti-per-portin-e-ri-tregtar-te-durresit-ne-porto-romano/>