

(Draft)
Minutes of Special Strategy Meeting No.2
Sunday, 13 April 2014 (1300-1600)
Four Seasons Hotel, Sydney, Australia

1. Opening Remarks

IAPH President Grant Gilfillan (hereafter the President) called the meeting to order as chair and extended those present a warm welcome to the city of Sydney as host of the meeting. (List of attendees is attached.)

2. Some background information

The President explained what has been previously discussed and agreed in Los Angeles, 5 May 2013 at the Roundtable brainstorming session, 5 May 2013, Los Angeles and at the Strategy Meeting No.1, 20 November 2013, Amsterdam.

The President made a very good point about the need to change IAPH's decision making process by mentioning that IAPH must be made more relevant to the membership and have an industry voice – clear and strong, as the representative body of world ports. He stressed that IAPH decision-making process must be streamlined and the leadership, Officers, must be empowered with more involved Secretariat and technical committees. To make those changes happen, he mentioned:

- 1) IAPH changes its governing structure by combining the Executive Committee as the chief executive body and the Board of Directors as the policy-making body into a single body of a "Council".
- 2) Effectiveness of IAPH leadership group should be enhanced with a more dynamic coordination between the leadership, the Secretariat and technical committees.
- 3) An alternative officer election process should be explored in order to sustain greater continuity of IAPH leadership.
- 4) IAPH re-writes its Constitution and By Laws.

The President then opened the floor for discussion.

3. Summary of discussions and decisions made

Following the introduction by the President, an active discussion took place among the participants, as summarized below.

1) Improving relevance and visibility of IAPH

- It is important to improve IAPH relevance, but real challenge is identifying issues everyone agrees. They must be clearly defined in advance.
- We should know IAPH can only sell what it can deliver.
- How can we link regional benefits with international ones? IAPH has such a diversity of regional interests, and how should they be linked together?

2) Strengthening leadership governance

- What we want to achieve – what we want to happen? New committees on Port Finance and Cruise are an excellent model. What is needed now is a clear focus on issues of importance and offer different views of what is right and wrong worldwide on the issues. It is a task to be done by the proposed Council.
- The proposed Council offers such an ideal structure that IAPH president is ably assisted to perform his/her job properly and professionally.
- The composition of Council should be a maximum of 25 members entailing Officers, committee chairs and others, pending final decision to be made toward the Hamburg Conference.
- IAPH Officers constitute management team of IAPH and their concise decisions should be made top-down

3) Empowering technical committees and the secretariat

- Research work by technical committees is vital in producing useful documents for member ports and the role played by chairs is thus important in orchestrating the entire process. It was suggested that IMO's rules of procedure for technical committees can be relevant for IAPH as well.
- If technical committees should function properly, they should be run by proper people.
- It is important that the proposed Council take the lead in defining several core issues to be tackled by technical committees.
- Technical committees should establish targets. As only 3 – 4 people are busy working for a committee and this situation be amended to involve more people.
- It is important that IAPH promote the result of technical committees to other organizations.
- We should be more realistic as to what we can do and what we cannot do. Balanced regional representation in a committee is not always the case, so this can be improved through coordination led by the Secretariat. We must sometimes attempt to focus on

such a critical issue as P3 alliance and determine its implications to ports in the different parts of the world. For this kind of discussion to take place, we need a proper advice and guidance from IAPH leadership.

- We need the right structure to get the right leadership and vision. If we can increase the effectiveness of technical committees, then we can be more valuable and successful.

4) Extension of Officers term of office

- President can remain in the office as long as he/she performs well, but it should be based on what his/her achievements – result-oriented.
- Some say two years is enough for IAPH presidency, while others say they need more years to get things done properly. Is it realistic and plausible that IAPH president remain in office for 6 – 7 years?

5) Re-writing Constitution and By Laws

- A question was raised as to if we need the constitution at all, based on the fact that many non-profit making organizations such as IAPH do not have the constitution.
- It was suggested and agreed that a small group to be appointed by the President will initiate re-writing the Constitution and By Laws and a draft be submitted to the Hamburg Conference, May 2015.

6) Others

- What service can be provided to the members? IAPH members database is an excellent example of sharing best practices. We should seriously consider what benefits can be offered to the members.
- Bigger ships – some ports cannot accept ULCV (Ultra Large Container Vessel), while others can. IAPH is an ideal place where we can discuss and debate on such a critical issue.

4. Consideration of a draft resolution on creation of a Council to replace the Board of Directors and the Executive Committee

A draft resolution was presented, reviewed and decided to be officially submitted to the Board of Directors meeting on Monday, 7 April.

5. Future meetings

The President proposed that the Strategy Meeting No.3 be held in Tokyo, Japan, in July and

in November in conjunction with IAPH Africa/Europe Regional Meeting, subject to further confirmation of dates and venue.

6. Closing

With no further items to be discussed, the President thanked those present for their proactive participation and contribution and adjourned the meeting.

List of Attendees

	Name	Port	Country
1	Mr. Grant Gilfillan	Sydney Ports Corporation	Australia
2	Mr. Santiago Garcia-Milà	Autoritat Portuària de Barcelona	Spain
3	Dr. Priyath B Wickrama	Sri Lanka Ports Authority	Sri Lanka
4	Dr. Geraldine Knatz	Port of Los Angeles	U.S.A.
5	Ms. Sabine Stüben	Hamburg Port Authority	Germany
6	Mr. Gichiri Ndua	Kenya Ports Authority	Kenya
7	Mr. Susumu Naruse	IAPH Secretariat	Japan
8	Mr. Fer M.J. van de Laar	IAPH Europe Office	Netherlands
9	Ms. Naomi Kogon-Steinberg	Steinberg & Associates	U.S.A.
10	Dr. Bori Steinberg	Steinberg & Associates	U.S.A.
11	Mr. J.A.A.J. (Jan) Fransen	Green Award Foundation	Netherlands
12	Ms. Monica Bonvalet	Grand Port Maritime de Marseille-GPMM	France
13	Mr. Frans J.W. van Zoelen	Port of Rotterdam Authority	Netherlands
14	Dato' Capt. David Padman	Port Klang Authority	Malaysia
15	Mr. Curtis J. Foltz	Georgia Ports Authority	U.S.A.
16	Mr. Tsai, Ting-Yi	Taiwan International Ports Corp.Ltd., Port of Keelung	China
17	Mr. Atsushi Fujii	Yokohama Port Corporation	Japan
18	Mr. Martin Byrne	Port Nelson Limited	New Zealand
19	Mr. Dov Frohlinger	Israel Ports Development and Assets Co. Ltd. (IPC)	Israel
20	Mr. Wolfgang Hurtienne	Hamburg Port Authority	Germany
21	Mr. Arley M. Baker	Port of Los Angeles	U.S.A.
22	Capt. K. Subramaniam	Port Klang Authority	Malaysia
23	Mr. Lim, Ki-Tack	Busan Port Authority	Korea
24	Mr. John Elliott	Busan New Container Terminal	Korea
25	Mr. E.H. Lee	Busan Port Authority	Korea
26	Mr. Bob de la Lande	Sydney Ports Corporation	Australia
27	Ms. Justine Camoin	Marseille Gyptis International (MGI)	France
28	Mr. Hisayoshi Tokui	IAPH Secretariat	Japan
29	Mr. Hiro Nagai	IAPH Secretariat	Japan
30	Ms. Aya Fujinami	IAPH Secretariat	Japan