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02.

About the association

The International Association of Ports and Harbors (IAPH) was founded in November 1955. Today, as the global alliance of the world port community, it represents 156 ports and 118 port-related organizations in 85 countries and economies worldwide. The member ports together handle over 60% of the world's sea-borne trade cargo and over 60% of global container traffic.

The IAPH meets every year at the IAPH World Ports Conference, the largest gathering of the world port community. Port executives, managers, and experts coming from all parts of the world exchange views and experiences over a range of issues and challenges. In addition, members of IAPH's six regions — Africa; Europe; North America and Central and South America; South/West, East Asia and Middle East; as well as Southeast Asia; and Oceania — meet at regional meetings to discuss common issues in a local context.

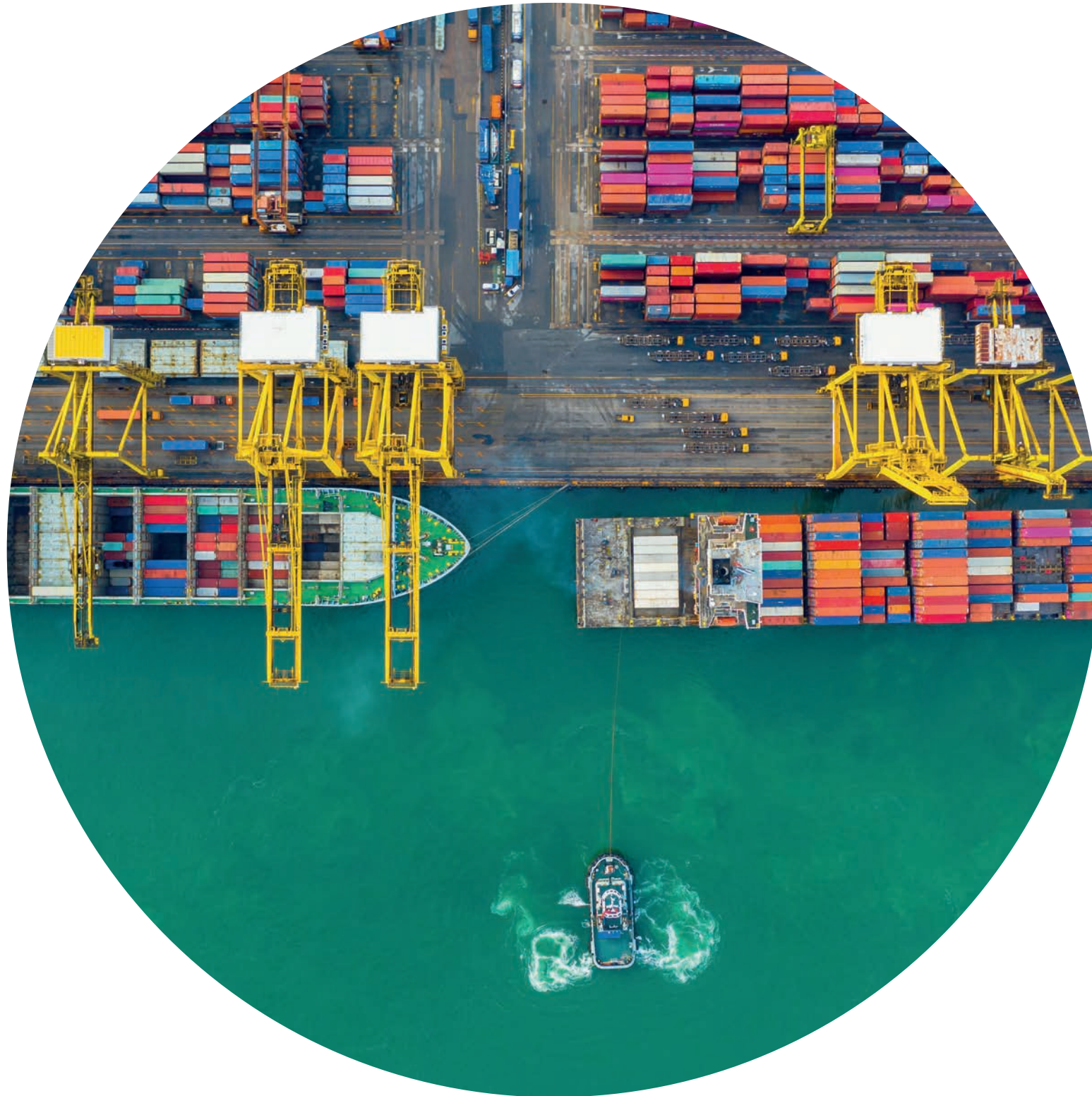
The association actively addresses critical issues facing the port industry through its technical committees, forums, and working groups. In 2020, three new technical committees were established, namely Data Collaboration, Risk and Resilience, and Climate and Energy to communicate and meet to deliver what is required by our members.

The IAPH Women's Forum and two working groups on environmentally friendly ships and clean marine fuels also exist for strong member collaboration and information sharing.

The association also pro-actively plays a significant role in tackling global issues at maritime-related UN agencies and other international organizations.

For this, the IAPH has been granted NGO consultative status by the IMO, ECOSOC, ILO, UNCTAD, UNEP, and WCO.

The IAPH will continue to play a pivotal role as a unique global forum of the port industry in strengthening cooperation and sharing experiences among the world's ports. Moreover, to effectively deal with many global issues, the association collaborates actively with other international organizations for the sustainable development of the world ports.



Mission statement

Vision:

The global ports' forum for industry collaboration and excellence

Mission:

Promoting the interest of ports worldwide through strong member relationships, collaboration, and information sharing that help resolve common issues, advance sustainable practices, and continually improve how ports serve the maritime industries.

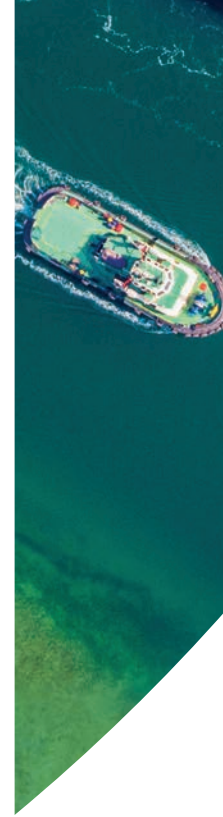
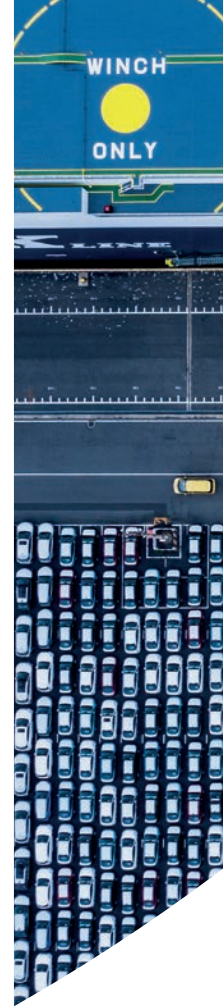
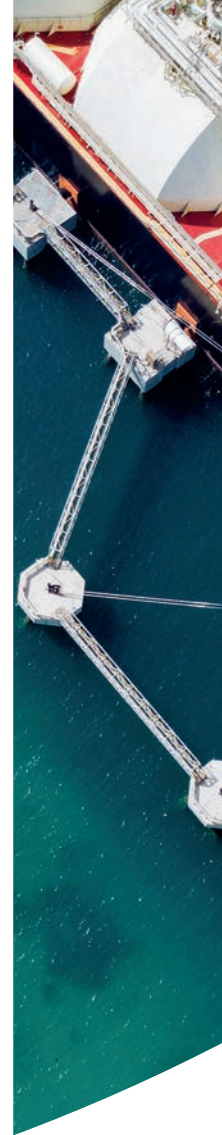
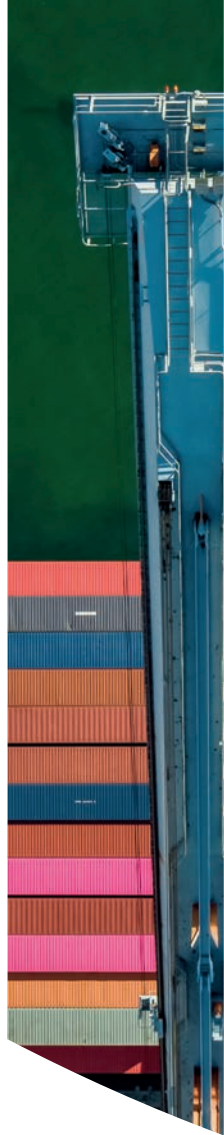
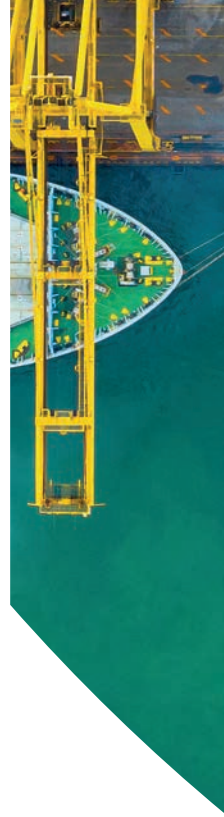
To achieve this, the IAPH is strengthening relationships among the member ports by facilitating interaction, dialogue, problem-solving, and formulation of best practices.

It is also leveraging member expertise through strong technical committees and programs that create platforms focused on resolving complex port and maritime industry concerns and building greater efficiency and sustainability for ports worldwide.

Promoting and demonstrating IAPH members' leadership and commitment to a cleaner, safer, and environmentally sustainable industry for the benefit of the global community by pro-actively coordinating with other international maritime and related organizations such as the IMO, ECOSOC, ILO, UNCTAD, UNEP, and WCO, as well as bodies whose members are actively involved in transport and supply chain services that closely interface with the port industry.

Advocating for global solutions to issues that impact IAPH members.





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About the association

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06.

President's message



Welcome

Having been in office since June 2021, the IAPH's president captain Subramaniam Karuppiah takes stock

To take on the presidency of the IAPH in this sustained period of instability and disruption is a remarkable experience. Never in recent history have we witnessed such extreme swings in the demand for cargo as during and after the outbreak of the COVID-19 pandemic. As I believe you will be aware, this has created huge container and equipment imbalances and impacted schedule integrity of liner services as well as ravaging tramp services in the bulk, liquid bulk, and general cargo sectors alike across the board.

One proven way to improve the flow of cargo in the short-to-medium term is the digitalization of maritime transportation. Therefore, I am proud of the initiatives we have undertaken at the IAPH during the past year to start reducing the digital divide in the port sector. Our Data Collaboration Committee has notably produced a concrete roadmap with the World Bank to accelerate digitalization as well as the very first cybersecurity guidelines for ports and port facilities, which were formally submitted to the IMO.

The Data Collaboration Committee is one of three strategic committees we set up a year ago under the leadership of my predecessor, Santiago Garcia Milà, whom I would like to pay tribute to for his great efforts in restructuring the IAPH during his term of office. The new committees were part of the plan to allocate our resources in a more structured way, focusing on the accomplishment of strategic themes that are

on the agenda of every port in the world, next to data collaboration; these include risk and resilience and climate and energy.

Building on our COVID-19 response, the Risk and Resilience Committee has carried out an in-depth analysis of the ports' approach to risk. It has also developed the concept of a World Ports Tracker, which will regularly be assessing the economic and broader sustainability performance of ports worldwide.

The Climate and Energy Committee continues the legacy of our work on air emissions, including the Environmental Ship Index and Clean Marine Fuel projects. The committee also ensures the voice of ports is heard in the delicate debate at the IMO on decarbonization of shipping.

The instruments developed by our technical committees provide valuable assistance to ports in coping with global challenges, fostering leadership, and ensuring knowledge is shared with port communities great and small.

That is also our continued ambition for the World Ports Conference, which saw a successful digital edition this year, thanks to our partnership with IHS Markit and the sponsorship of Port of Antwerp. Nevertheless, I am sure we are all looking forward to meeting in person again at next year's conference, in Vancouver, on 16–18 May 2022.

In conclusion, I would like to thank my fellow board and council members, the staff in Japan and Europe, and all members for their continued support to the well-being of our organization.

I look forward to working closely with everyone during my tenure as the president of IAPH.

CAPTAIN SUBRAMANIAM KARUPPIAH
President



08.

Climate and energy committee

Preparing for the future

As UN-recognized organization representing the world's ports, the IAPH has maintained its focus on participating in the work of the IMO

With the permanent presence of an IAPH IMO liaison officer appointed in London earlier this year, the IAPH provides its members with succinct and informative updates on all policy and regulatory developments impacting and influencing the port sector, especially on emissions reductions.

One of the most significant developments in the last year has been the emergence of interest in shipping and port sectors in establishing market-based measures to close the price gap between fossil fuels and low- and zero-carbon bunkering fuels for ships, which led to the early adoption of the latter. A variety of proposals and submissions have been made by member states as well as industry associations to the IMO, which propose levies on hydrocarbon bunker fuels to finance industry decarbonization.

In a recent study published by consultancy UMAS and the Energy Transitions Commission for the Getting to Zero Coalition, it is estimated that to decarbonize the industry, the biggest share of financing is needed in the land-based infrastructure and production facilities for low-carbon fuels. The study estimates that up to 87% of the total investments will be land-based and the IAPH lobbies to take this into account for future measures.

The representative role of the IAPH at the IMO in these market-based measure discussions therefore centers around the importance of these current and future investments in land-based infrastructure in and around ports to support the adoption of existing and new alternative bunkering fuels.

As part of this, the IAPH organized a workshop during the second quarter of 2021 to gauge the views of the membership in supporting market-based measures, ahead of Marine Environment Protection Committee (MEPC) 77. The feedback from that session will now be reflected in a comments paper that will be submitted by the IAPH ahead of MEPC 77.

IAPH representatives also attended the Intersessional Working Group meetings on GHG emissions held in 2021 to consider various proposals to establish the first steps toward developing a baseline measurement and carbon intensity lifecycle guidelines for alternative fuels and identifying a tangible way forward. The debate on many of these issues remains open, with some exceptions being considered for specific fuels. Observing these developments will be vital for ports as these will shape the commitments that need to be made in bunkering infrastructure moving forward.

In the meantime, IAPH through its Environmental Ship Index (ESI) is facilitating the industry implementation on the port sector side of the recently approved short-term decarbonization measures adopted at IMO MEPC 76, namely the Efficiency Existing Ship Index and Carbon Intensity Indicator rating for ships that will enter into force in November 2022.

As of October 2021, 6,933 ships are registered and the ESI is now formally a subsidiary body of the IAPH, with the Green Award Foundation as manager.

IAPH and the IMO Ports Resolution

The IAPH is continuing to progress with further actions with the IMO to decarbonize the industry. These are based on the 2019 IMO Ports Resolution (MEPC.323(74)), which the IAPH led together with the Canadian government on the voluntary reduction of emission by ports through the use of onshore power supply (OPS), bunkering of low- and zero-carbon fuels, port incentive schemes to address GHG emissions, and just-in-time arrivals of vessels.

In October 2020, the IAPH became an official partner of the IMO-Norway GreenVoyage2050 Project, which aims to support shipping's transition toward a low-carbon future.

Under the partnership, the IAPH will be facilitating a series of workshops for ports in developing and emerging countries that will focus on implementing the key actions outlined in the resolution.

Onshore power supply

In addition, the IAPH has committed to provide member expertise to one of the first phases of the GreenVoyage2050 initiative, which will focus on capacity building and knowledge sharing on designing and implementing onshore power supply for ships at berth to reduce or eliminate the use of ships' main and auxiliary engines, thereby reducing emissions. Following a public tender for a consultant provider, the IAPH will participate in the formulation of the capacity building program that is primarily focused on least developed and small island-developing states.

Furthermore, the IAPH has worked with members of the World Ports Climate Action Program in developing a visualized directory of world ports displaying those that have installed and have available onshore power facilities. In this context, the IAPH members of Antwerp, Bremerhaven, Hamburg, Haropa Ports, and Rotterdam have signed a memorandum of understanding during the IAPH 2021 World Ports Conference to take a coordinated approach to OPS in order to reduce capex costs through innovation and to provide clarity that will stimulate the shipping sector to equip vessels, making it possible for a vessel to use OPS in multiple ports and to create a level-playing field for OPS usage in their respective ports. The first focus will be to unify efforts to provide OPS to the ultra-large container vessels that call these ports on the Northern European range.

Bunkering of low- and zero-carbon fuels

The IAPH Clean Marine Fuels working group member ports have also continued collaborating on developing practical tools to facilitate safe and efficient bunker operations of new alternative marine fuels. This includes the adaptation of current bunker checklists and audit toolkits to apply to cryogenic liquified gases as well as work on a port guidance tool for those ports starting from scratch installing alternative fuel bunkering facilities that will allow them to conduct an effective gap analysis. The IAPH has also signed an MOU with the Society of Gas as Marine Fuel, aiming to further share know-how between ports of the Clean Marine Fuels Working Group, bunker fuel suppliers, shipyards, engine manufacturers, bunker equipment providers, and offshore shipowners to develop tools to support port bunkering infrastructure for future fuels.

In 2021, IAPH also joined the International Energy Agency's Global Ports Hydrogen Coalition, which will conduct joint studies on the demand and opportunities to implement hydrogen as a fuel in and around ports as well as establishing a database for port-related hydrogen projects and creating regional investment roundtables.



10.

Data collaboration committee

Connecting to the future

Following the disconnect of the COVID-19 pandemic, the IAPH has made vital progress in an industry traditionally slow to modernize

The various calls to accelerate digitalization in the maritime industry as a result of the COVID-19 pandemic has, in part, been a result of the need for ports and their stakeholders to improve health and safety conditions by replacing manual, paper-based transactions with electronic ones.

Status on ports' adoption of IMO FAL Convention

In 2019, the IMO introduced what are known as the FAL Convention requirements, which support the transmission, receipt, and response of information required for the arrival, stay, and departure of ships, persons, and cargo, including notifications and declarations for customs, immigration, and port and security authorities, via electronic data exchange.

The aim was to encourage the industry to transition toward the maritime single window. The requirement for all ports are well-defined by category, came into force in April 2020.

The IAPH decided to carry out a detailed survey of the world's ports in late 2020 to establish the status of implementation. Of the results of 110 ports responding, approximately one-third of the global sample has not commenced the process of implementing respective electronic data exchange systems. Of those that have, another third is either designing or implementing their systems with the final third being operationally active.

While the digital divide was regional and highest between larger global hubs and small and medium ports, it was important to note that many ports in the developed world lagged behind ports in developing countries. The major barriers to conform with the FAL requirement for electronic data exchange are twofold. First, multi-stakeholder interests in port communities and established practices and cultures need to be addressed to enable the sharing and reuse of data, which is crucial for efficient electronic reporting and clearance of vessels, cargo, crew, and passengers. Second, the legal framework is a barrier, as it can frequently depend on competing and/or overlapping public administrations and governmental agencies at municipal, state, or national level.

The IAPH presented the results to the IMO Facilitation Committee and will, as part of an overall IAPH port tracker initiative (see the Risk and Resilience review on page 11), monitor progress in ports worldwide.

The association will also facilitate capacity building with its pool of experts from member ports who will make themselves available to other members.

To encourage harmonization

One of the constant challenges facing shipping and port industries has been to harmonize data standards beyond the IMO FAL Convention to facilitate sharing of port and berth-related master data between ship and shore in ports around the world. To optimize vessel calls and berth stays requires well-structured, orchestrated data exchange using robust industry standards. This could improve efficiency while reducing congestion, costs, and emissions.

Given the critical status of the current global supply chain, the Data Collaboration Committee members have been heavily involved in various forums within the IMO, shipping associations such as ICS and BIMCO, as well as important emerging networks such as the Digital Container Shipping Association (DCSA) and the International Taskforce Port Call Optimization to get a consensus on a way forward, especially in the area of administrative data.

In what can be seen as a historical step, all main influential parties from port authorities, terminal operators, shipowners, nautical and navigation systems manufacturers, supply chain solution providers, and other key stakeholders have joined forces under the International Standards Organization Technical Committee 8 to establish a roadmap over the coming three years to standardize and harmonize administrative data.

Guide port communities

Arguably one of the most important deliverables by IAPH in the past year was the joint paper it launched together with the World Bank on accelerating digitalization and critical actions to strengthen the resilience of the future maritime supply chain.

In direct response to the IAPH survey on IMO FAL requirements, IAPH port member experts, and World



Bank economists developed a detailed and practical set of short- and medium-term measures to accelerate digitalization, which will improve resilience and efficiency in port communities around the world.

Aside from the application of technologies, the content of the report also aims at facilitating the necessary policy reforms as successful digitalization requires change management, data collaboration, and good governance. It also includes a schematic roadmap for a country, port, and port community to follow in securely digitizing the maritime logistic chain (see report on page 30), practical examples of ports applying new technologies and innovations in practice, as well as recommendations on short-term measures for improving digital health security.

Review existing IMO guidance

Another major output for the port sector developed by IAPH Data Collaboration Committee in the past 12 months has been the IAPH Cybersecurity Guidelines for Ports and Port Facilities, which serve as a complement to existing industry guidelines, such as the BIMCO Guidelines on Cyber Security Onboard Ships.

Developed by experts from ports, cybersecurity specialists, and experts at the World Bank, the document will serve as a crucial, neutral document for senior executive decision makers at ports who

are responsible for safeguarding against cybersecurity risks as well as ensuring the continued business resilience of their organizations.

The document also aims to assist ports and port facilities to establish the true financial, commercial, and operational impact of a cyberattack and also assists ports and port facilities in making an objective assessment on their readiness to prevent, stop, and recover from a cyberattack. The guidelines also address the very difficult question of what port organizations need in terms of resources to effectively manage cybersecurity risks.

Moving ahead, the committee plans to build on its support to implement and operate digital port platforms using the roadmap developed in the aforementioned joint paper with the World Bank.

Furthermore, the committee aims to work on a capacity building framework to accelerate digitalization in smaller, less developed port communities to narrow the digital divide. It will do so in collaboration and partnership with the IMO, UNCTAD, and the World Customs Organization.

It will also advance the cause of data harmonization at the ship-shore interface through ISO Technical Committee 8, IMO FAL, and collaboration on key actions such as the development of an electronic bill of lading with DCSA, automation at ports, and supporting start-up innovations beyond the pilot stage.

12.

Risk and resilience committee



Preparing for the unexpected

How to ensure ports become more resilient in the face of a crisis has emerged as one of the key topics of interest to the IAPH membership

Ports have been impacted by the blockage of the Suez Canal in March involving the *Ever Given*, extreme weather events shutting down terminal operations, shortages of intermodal equipment and personnel, and excess stockpiling with chronic warehouse space shortages resulting in congested quaysides and highly volatile swings in energy supply and demand.

These events have demonstrated how interconnected and susceptible ports can be during such shocks and sudden unforeseen events.

The IAPH has responded to this new reality in early

2020 by creating a multidisciplinary COVID-19 Task Force composed of experts from Asia, Africa, Europe, and North and South America with input from two of the world's most renowned maritime economists and further support from specialists of the IMO and the World Bank.

The task force shared experiences at its regular meetings on how their port colleagues were dealing with the pandemic and released a guidance document for the port industry based on collective knowhow.

It also regularly surveyed the world's ports to gauge the impact of the pandemic on a global scale. Commencing as an initially weekly report, which was made public following its presentation and discussion on indicative trends at the regularly convened IAPH COVID-19 Taskforce, it became the IAPH-WPSP COVID-19 Port Economic Impact Barometer. The report was released 17 times by co-authors Professors Theo Notteboom and Thanos Pallis. The final report published in May this year, covering the period April 2020–April

2021, is the only one of its kind to reflect what actually happened at these global cargo and passenger maritime hubs since the global outbreak of the pandemic in early 2020.

From taskforce to committee

The successor to this task force, namely the Risk and Resilience Committee, has been formed from the original team.

The committee has set the target of developing a permanent world port tracker, which will allow IAPH member ports to gauge their level of resilience to future crises as well as creating a member-exclusive permanent and structured knowledge hub on resilience to facilitate the exchange of learnings, experiences, and best practices.

The tracker is at its final stages of development. The concept consists of two pillars, with pillar one addressing economic performance of ports and pillar two looking at a broader range of port resilience indicators.

Introducing the port tracker

Pillar one will combine the use of IHS Markit data, one of the world's leading maritime market intelligence organizations, with data gathered from ports every four months. This will include several elements reported previously in the barometer report covering all cargo segments including containers and bulk, as well as passenger and cruise. Regional reporting will be provided in greater detail while ensuring anonymity, and a series of new indicators are also planned to measure future sentiment on volumes, investments, land use, and personnel availability.

Pillar two is in development, with initial work completed in scoping which parameters best serve ports to measure their resilience. As part of these preparations, the IAPH collaborated with a research team specialized in applied risk, crisis, and resilience research. The team undertook a series of scripted in-depth interviews with global representatives of IAPH member ports with different profiles during 2021. The ports varied in size, business model, and region of the world as well as the levels of process management, automation, and digitalization.

The research gained valuable insights into how ports are approaching risk and crisis management and building up resilience. In summary, the interviews confirmed how differently ports defined resilience, and the varying levels of resources allocated by different ports to monitoring, anticipating, responding, and learning from crises of varying intensity and severity. The Risk and Resilience Committee will develop and work on a set of guidelines for the membership on business continuity and risk preparedness in a phased approach, commencing with a report using feedback from the survey.

Focus on future risks

To cope with current and future challenges, ports will need to invest in resources to monitor their operations and changes in environment, anticipate future disruptions, respond effectively to foreseen and unexpected incidents, and learn from them. The IAPH member ports will benefit from these competency-based approaches, with a clear starting point being a list of indicators for consideration by the Risk and Resilience Technical Committee as part of the broader, second pillar of the World Port Tracker.

The work of the Risk and Resilience Committee is not limited to the tracker. Its members are also working on other disciplines in the field, including collaboration with IMO correspondence group on Guidance on Maritime Corruption as well as the Maritime Anti-Corruption Network, work foreseen with the International Cargo Handling Coordination Association on Dangerous Cargo handling, and close monitoring of the revision of IMO guidelines on places of refuge for ships in need of assistance.

bit.ly/WPSP-COVID19Guidance

bit.ly/PortBarometer

13.



RISK AND RESILIENCE COMMITTEE

14.

World Ports Sustainability Program



Moving on

Now in its third year, the IAPH World Ports Sustainability Program assists ports in applying the UN's 17 Sustainable Development Goals

The World Ports Sustainability Program (WPSP) has reached the milestone of over 200 projects, which have been registered by IAPH members and their partners from the global port community in the fields of resilient infrastructure, climate and energy, safety and security, as well as community outreach and governance.

In 2021, the IAPH received a record 64 projects submitted by 37 member ports from 21 countries as entries for the 2021 World Ports Sustainability Awards,

which indicates the willingness to invest in sustainability by ports has not been significantly impacted by the pandemic.

Sustainable investments ahead

In fact, one of the IAPH-WPSP COVID-19 Port Economic Impact Barometer reports included a survey around investments by ports, focusing on the trends observed in planned investments in environmental sustainability and the extent that these investments have been revisited, advanced earlier or later than they had been initially scheduled, or even cancelled and/or replaced by new ones that emerge as essential with the newly developed conditions.

The survey revealed a mixed picture of the commitment of ports to advance the plans they had made before March 2020: 45% of the surveyed ports reported that there were no delays and investments in environmental sustainability projects were executed as planned.

However, a further 32% reported minor and 15% of ports reported that investments incurred major delays. 2% have decided to shelve or cancel existing investment plans. At the same time, 4% of ports have decided to accelerate and execute such investments faster than initially scheduled while 2% decided to proceed with additional investments.

In terms of sustainability priorities, ports continue to place a lot of focus on community outreach and port-city dialogue with projects that have a direct and visibly positive impact on the port community.

WPSP projects submitted included addressing environmental externalities of port operations and/or

projects targeting the better societal integration of the ports within their local communities.

What also has been interesting in WPSP project submissions has been the increasing focus by ports on investment in digital resilient infrastructure following the pandemic to reduce face-to-face interactions, especially between crew and port workers.

This has been complemented with an increase in projects submissions, which focused on safety and security in and around ports to deal with the COVID-19 pandemic, not just in terms of port operations, but also addressing wider community issues including vaccination initiatives and the supply and distribution of essential foodstuffs and medicines during the pandemic.

In other WPSP areas of interest, such as climate and energy, major investments are evident in electrification of terminals and terminal-handling equipment, onshore power systems to reduce vessel engine emissions at berth, efforts to decarbonize intermodal connectivity such as incentivizing truck emission reductions and using zero-emission barge networks, piloting alternative fuel harbor vessels for towage and other applications, and creating port-based hydrogen fuel hubs as well as carbon capture storage for sea-borne transport chains.

In the governance and ethics category, the sheer breadth of innovative projects by 15 ports — double the numbers submitted in 2018 — demonstrates how the sector is now embracing sustainability beyond environmental and social areas of interest.

For more information on IAPH WPSP projects visit: sustainableworldports.org

WPSP award winners 2021

Resilient digital infrastructure:

MPA Singapore — Digital port ecosystem

The Maritime and Port Authority of Singapore (MPA) has recognized early on that digitalization is a key driving force that will help transform the industry and secure Singapore's position as a leading maritime center. The jury was impressed with its initiatives to enhance operational efficiency, safety, and sustainability through digitalization and data sharing that go beyond its own operations.

Resilient physical infrastructure:

Port of Rotterdam — Zero Emission Services

Zero Emission Services (ZES) has introduced a new energy system for making inland shipping more sustainable. The 2050 ambition of ZES is to power 400 electric inland waterway barges with 650 ZES interchangeable battery containers, on 40 routes via an open-access network of 20 docking stations, thereby reducing emissions in the sector by 400–480 metric tons of carbon dioxide.

Community outreach (social dimension):

Hamburg Port Authority — homePORT

Facing environmental and competitive challenges, and to promote product innovation, the Hamburg Port Authority has created space in the city to encourage transformative co-design with participation of citizens, ambitious port actors, science, and startups. homePORT will provide test areas and a maker space to try out hardware-heavy product ideas.

Community outreach (environmental dimension):

Port of Açu — Protecting sea turtles

Since 2008, the Port of Açu coordinates the Sea Turtle Conservation Program, which aims to protect, monitor, and research sea turtles that use the region for feeding and nesting. By 2021, the program reached the important milestone of 1 million sea turtle hatchlings released to the sea. During this period, over 65 activities reached more than 7,500 local people.

Safety and security:

Port of Açu — Together in the fight against COVID-19

Aware of its role in the local community, the Port of Açu set up a crisis management team to direct actions to raise awareness and fight COVID-19 and to maintain the safety and continuity of its operations. Different fronts of action were set up to ensure proper allocation of efforts and results: support to vulnerable population, social engagement, support to healthcare and essential service workers, investments in technology and testing, employee safety, and operational continuity.

Governance and ethics:

DP World — Global Education Programme

DP World has produced a stimulating Global Education Programme for its own employees to deliver in schools. The initiative boosts the confidence and aspirations of students, while building employees' skills and enhancing job satisfaction and commitment to the business. The program has so far involved 28,182 students and 786 teachers in participating schools, with 865 volunteering employees from DP World business units from 28 different countries.

WPSP projects

	2018	2019	2020–to date	Total
Resilient Infrastructure	7	31	21	59
Climate and Energy	15	28	27	70
Community Outreach and Port City Dialogue	24	44	37	105
Safety and Security	3	8	12	23
Governance and Ethics	8	11	15	34



16.

Outreach and events

Getting out there

The association kept busy over the past year that saw a careful move from webinars to the first-ever hybrid event of the association

Ports & Harbors magazine

After several months of preparation by editor Ines Nastali, the IHS Markit design team, and the IAPH Policy and Strategy unit, a completely revamped IAPH membership Ports & Harbors magazine launched in January 2021, both in print and with a new online page-turner version for users using the popular ISSUU publication platform.

This IAPH flagship magazine has numerous content enhancements, including insightful opinions with the popular In Conversation section with top protagonists inside and outside the port sector, an interview with a subject-matter specialist, and a fun Quick 10 section in which a well-known port personality gets personal.

There is also a new debate section dealing with hot topics impacting ports, providing readers the chance to vote online prior to publication.

In addition, there are the informative In Numbers and How To infographic sections, which provide readers key data and information at a glance, complemented with the Lookout picture article.

The magazine also has new cultural sections in the Creative Side and The Review sections, which when added to perspective and feature port articles make for a completely fresh new look for our readership.

The online version has proven to be popular with members given the challenges of pandemic lockdowns with home-based working and print distribution. Both online and print versions exclusive to IAPH members continue to be planned for 2022.

2021 webinars

With the cancellation of the live IAPH 2020 World Ports Conference, which was to host 500 delegates in Antwerp in March 2020, the IAPH and IHS Markit teams were challenged to completely rethink how to bring the world's port community together remotely to discuss vital and urgent issues addressing the COVID-19 pandemic, decarbonization, digitalization, resilience, and innovation.

With a concerted effort to maximize the opportunities offered by the latest online technology, the team proceeded to prepare content, produce, market, and successfully execute regional webinars for every IAPH region during 2021 on the major issues facing each part of the world, many in partnership with regional ports associations.

In addition, IAPH and IHS Markit produced no less than eight webinars featuring top industry speakers of the future IAPH 2021 World Ports Conference, speaking precisely about the topics on the top agenda of ports. Attended by well over 2,000 unique visitors over the period, these webinars are still available on demand on the World Ports Conference website.

As an additional online webinar event to support the launch of the joint IAPH — World Bank paper Accelerating Digitalization — Critical Actions to Strengthen the Resilience of the Maritime Supply Chain, the IAPH Policy and Strategy unit teamed up with the Communications and Transport Global Expertise and Knowledge Units of the World Bank to co-host and present the results of the IAPH FAL requirements survey and the digitalization roadmap ahead for ports, which received major international coverage in the maritime media.

In the third quarter of the year, IAPH also organized a webinar to launch the latest tool developed by the Data Collaboration Committee, namely the Cybersecurity Guidelines for Ports and Port Facilities, which took place during London International Shipping Week, with keynote representatives of the Hamburg Port Authority, Maritime Port Authority of Singapore, and Port of Los Angeles providing insightful contributions.

Over 1,200 copies of this report have been downloaded by the maritime community since the launch, with further speaker events planned into 2022 on this important issue impacting ports.

To adapt to the increasingly digital world of stakeholder outreach and communication, IAPH is developing and will launch its own digital online meeting place, which will be known as the IAPH Harbor Café in the latter part of 2021 and will be an exclusive forum for IAPH full and associate members to meet each other and discuss critical issues affecting the sector and beyond.



The IAPH 2021 World Ports Conference

The emergence of second and third waves of the COVID-19 pandemic with corresponding restrictions on travel and border controls resulted in the decision to proceed with a full online event experience for the IAPH 2021 World Ports Conference.

With an extraordinary roster of 120 top level speakers and moderators from the port, maritime, logistics, energy, technology, governmental, and regulatory communities, the conference was transmitted live as an effective private television channel containing pre-recorded, recorded, and live content to over 600 attendees, which exceeded the number originally booked for the face-to-face event in Antwerp.

The whole conference was broadcast from a studio in the Antwerp Expo and a pop-up studio in the heart of the iconic Antwerp Port Authority headquarters, Havenhuis, over five days. The conference offered participants over 50 panel discussions, debates, interviews, and audio-visual screenings with daily introductions and wrap-ups from leading Antwerp politicians and VIPs as well as a daily harbor life interview with local Antwerp port community characters to bring the port city into viewers' offices and homes.

The conference also televised the IAPH World Ports Sustainability Awards entirely online, with an oppor-

tunity for the public to vote for their favorite finalist in each of the seven categories, which accounted for 30% of the vote. A remarkable 10,545 people took part in the online voting and contributed to the overall results in terms of winning projects.

The association now looks forward to the #IAPH2022 World Ports Conference, which will be a live event hosted by the Port of Vancouver in Canada from 16 to 18 May 2022.

A new logo for IAPH

On the final day of the IAPH 2021 World Ports Conference, a teaser movie previewing the new logo of the IAPH was transmitted. The new identity comes as a final step in the process, reflecting the new course charted for the organization in recent years; unifying the activities of the IAPH and its membership on climate change and energy transition, digitalization and data collaboration, and risk and resilience; and sharing best practices of sustainability through its World Ports Sustainability Program under one brand identity.

bit.ly/IAPHandWorldBankreport

bit.ly/IAPHCyberGuide1

bit.ly/WPSPAwardCeremony

bit.ly/IAPHRebrand



18.

Internal organization

Board of executive directors



President

SUBRAMANIAM KARRUPIAH
General Manager
Port Klang Authority, Malaysia



Vice President Africa

HADIZA BALA USMAN
Managing Director
Nigerian Ports Authority



Vice President Central and South America

VACANT



Vice President North America

ROBIN SILVESTER
President and CEO
Vancouver Fraser Port Authority, Canada



Vice President South/West, East and Middle East Asia

MASAHARU SHINOHARA
Executive Officer
Kobe-Osaka International Port Corporation, Japan



Vice President South East Asia and Oceania

JAY DANIEL R SANTIAGO
General Manager
Philippine Ports Authority, Philippines



Vice President Europe

JENS MEIER
CEO
Hamburg Port Authority, Germany

Non-executive directors

MASAHIKO FURUICHI

Secretary-General

PATRICK VERHOEVEN

Managing Director — Policy and Strategy

SANTIAGO GARCIA-MILÀ

Immediate Past President, Deputy General Manager,
Autoridad Portuària de Barcelona, Spain

Chair of Finance and Audit Committee

ERANDA KOTELAWALA

CEO
Solomon Islands Ports Authority, Solomon Islands

Chair of Communication and Community Relations Committee

VACANT

Chair of Port Finance and Economics Committee

DOV FROHLINGER

Chief Operating Officer
Israel Ports Development and Assets, Israel

Chair of Cruise Committee

VACANT

Chair of Port Safety and Security Committee

SUBRAMANIAM KARUPPIAH

General Manager
Port Klang Authority, Malaysia

Chair of Port Environment Committee

HENRI VAN DER WEIDE

Policy Advisor Safety, Security and Environment,
Port of Amsterdam, Netherlands

Chair of Legal Committee

FRANS VAN ZOELLEN

Special Projects, Head Legal Emeritus
Port of Rotterdam Authority, Netherlands

Chair of Port Planning and Development Committee

YUAN YUE

Deputy Director General
Guangzhou Port Authority, China

Chair of Port Operations and Logistics Committee

MASAHARU SHINOHARA

Executive Officer
Kobe-Osaka International Port Corporation, Japan

Non-executive directors

Chair of Trade Facilitation and Port Community System Committee

FRÉDÉRIC DAGNET

Strategy and Audit Department Director
Grand Port Maritime de Marseille, France

Chair of Climate and Energy Committee

PETER MOLLEMA

Strategic Adviser Environmental Management
Port of Rotterdam Authority, Netherlands

Chair of Risk and Resilience Committee

VACANT

Chair of Data Collaboration Committee

PASCAL OLLIVIER

President
Maritime Street, France

Chair of IAPH Women's Forum

FLOR PITY

General Director of Ports and Maritime Ancillary
Industries, Autoridad Marítima de Panamá,
Panama

Chair of Associate Member Representative

RENÉ KOLMAN

Secretary-general
Int. Association of Dredging Companies, Netherlands

Management and staff

Finance and administration unit

MASAHIKO FURUICHI

Secretary-General

HIROMICHI MANAKA

Under Secretary, Finance and Account Management

SAKI TAKIZAWA

Accountant Assistant

MASAHIRO YOSHIMI

Under Secretary, Internal Membership Relations

SHINOBU YAMAMOTO

Under Secretary External Membership Relations

FUMIKO YAMAJI

Membership Data Management

Policy and strategy unit

PATRICK VERHOEVEN

Managing Director, Policy and Strategy

ANTONIS MICHAIL

Director, Programs and Projects

VICTOR SHIEH

Director, Communications and Events

RHONA MACDONALD

Policy and IMO Liaison Officer

SISANGILE NDUNA

Research Assistant

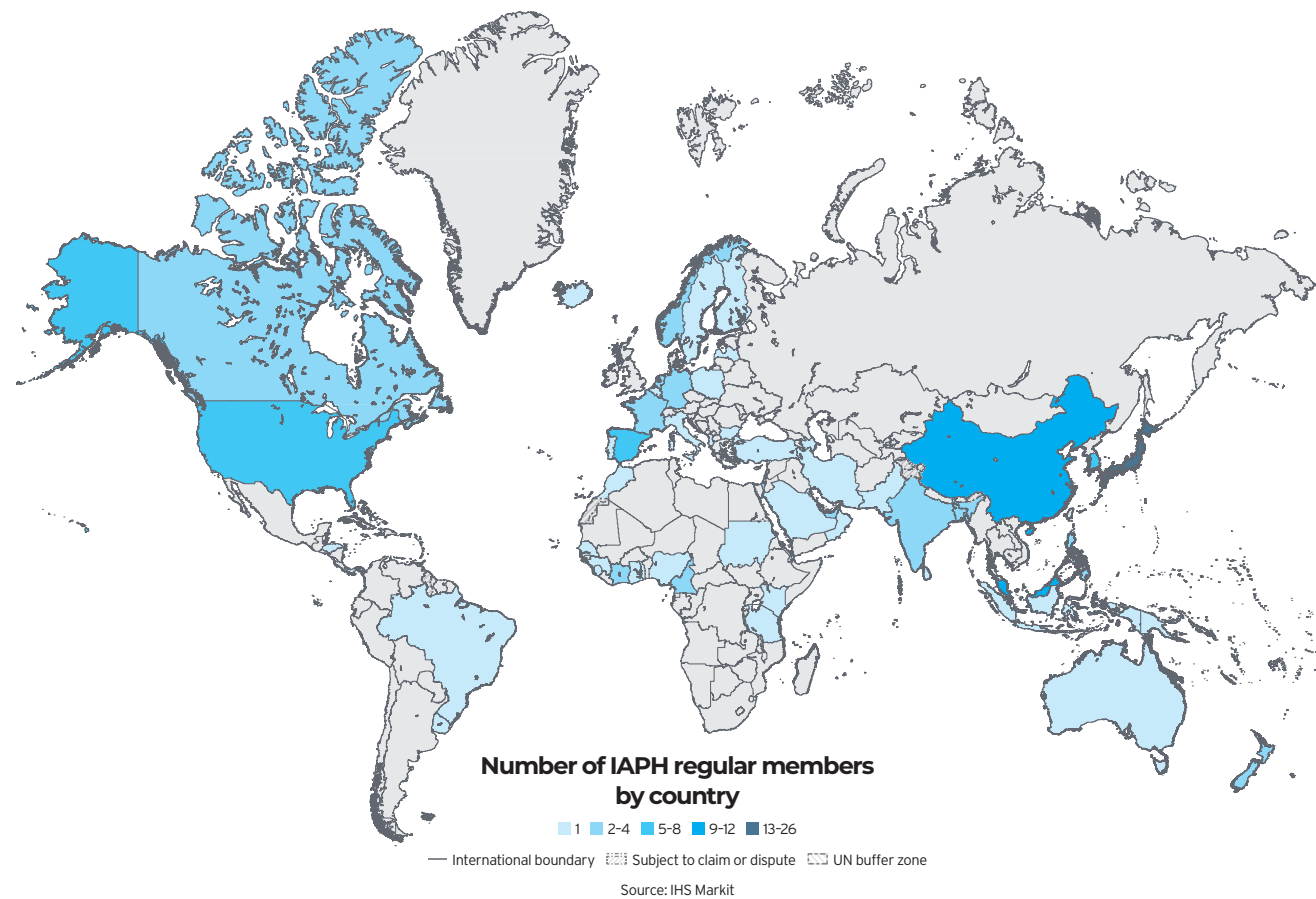
FABIENNE VAN LOO

Coordination and Support Manager



20.

Membership overview



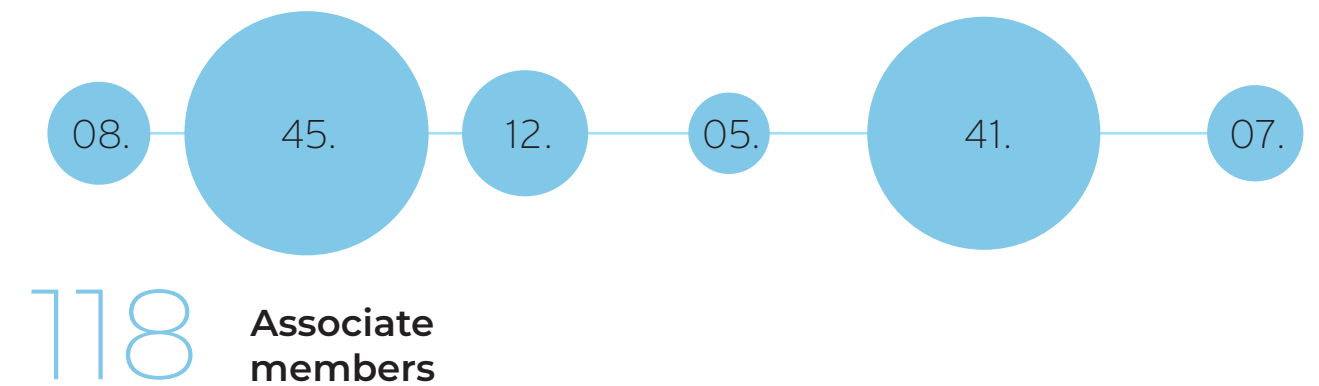
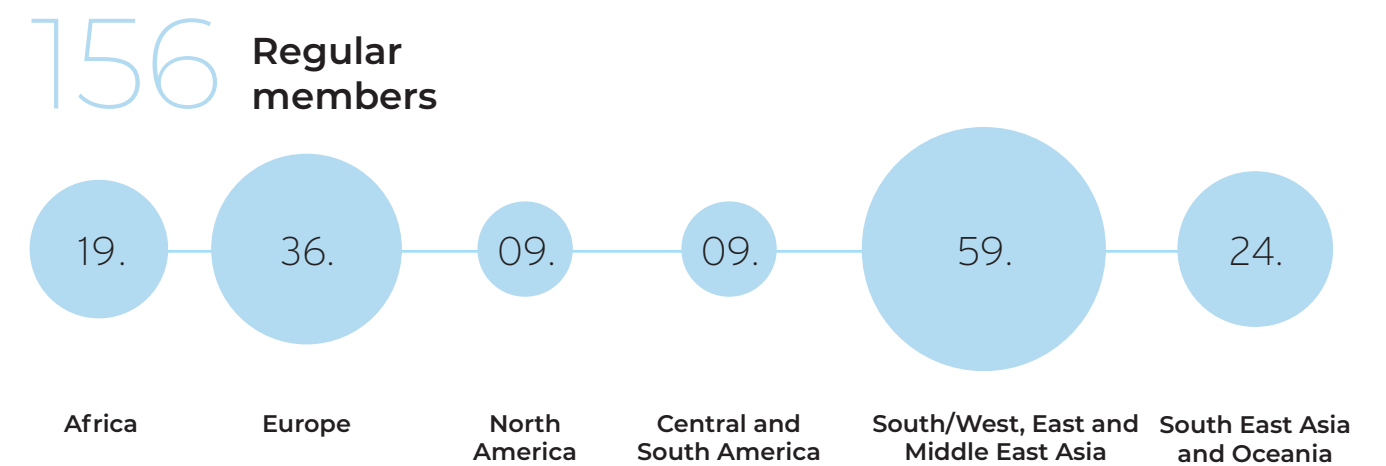
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The following four regular members joined between 1 September 2020 and 31 August 2021:

- DP World (United Arab Emirates)
- Port of Bergen (Norway)
- China Merchants Port Holdings Co. Ltd. (China)
- Port Authority of Trinidad and Tobago (Trinidad and Tobago)

The following eight associate members joined between 1 September 2020 and 31 August 2021:

- Integrated Port Logistics Chair, Graduate School of Management, Kyoto University (Japan)
- Awake.AI (Finland)
- Kurt Beckett (Strategies 360) (US)
- Maritime Policy Bureau (Panama)
- Get Shipping Mauritania Group (Mauritania)
- MTS-ISAC (US)
- VISTACOM (Mauritius)
- BM Bergmann Marine (Germany)



22.

Membership benefits and how to join

United with one voice

The maritime and logistics sectors are undergoing massive changes on an international level, and ports are a vital part of this world. IAPH offers regular and associate memberships that deliver the following benefits on an annual basis:

Your voice heard at international policy forums, predominantly at the IMO, but also at ECOSOC, ILO, UNCTAD, UNEP, and WCO

- First-hand involvement in the World Ports Sustainability Program and premium access to the IAPH tools and products developed under the program
- Preferential rates for IAPH events, including the annual World Ports Conference
- Free access to IAPH publications, including the bimonthly magazine Ports & Harbors
- The possibility to promote your initiatives and projects through IAPH publications and website
- The opportunity to obtain assistance for training through IAPH scholarship programs
- Members online news sent to your email inbox via the Insider

Free access to members area on the IAPH website:
🌐 www.iaphworldports.org

How to join IAPH

To join IAPH you can fill out an online application form, which is available from the following website:

🌐 www.iaphworldports.org/about-iaph/join-iaph

Regular members subscribe to the number of units (1–8), based on the annual tonnage. Currently, the value of a unit is approximately US\$1,500. Associate members engaged in various port-related businesses pay their dues, based on their business type, that range roughly from US\$200 to US\$1,200. Membership becomes effective upon receipt of the completed application form and payment.

If you have any questions, including about membership classification, please refer to the above link or contact the secretariat at

@ info@iaphworldports.org

