

# ports & harbors

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*Providing thought leadership on the role of ports in a connected world*

## Beacon of trust

Ports can offer calm, stability and assurance in times of global transition and change, says Jacques Vandermeiren, Port of Antwerp-Bruges



Official membership magazine of  
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Providing thought leadership on the  
role of ports in a connected world

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## EDITOR'S COMMENT



**MARTIN CLARK**  
Editor

# A long-term view

**W**ith 2025 upon us, the ports community can find reason to look forward with confidence, despite the many pressing issues facing the world.

Producing this edition of P&H comes at a time when the maritime sector faces critical challenges ahead: from new rules and regulations to curb shipping emissions and the huge roll-out of infrastructure required to support the transition to cleaner fuels, through to geopolitical uncertainties that hold the potential to trigger further disruption in the supply chain. During this time of unprecedented change, ports can help to provide a degree of stability and predictability.

This year marks the 70th anniversary of the IAPH, an association that supports

## CONTRIBUTORS



**LENNART ALBRECHT**  
Editor

Lennart Albrecht is editor for port and maritime topics at DVZ Deutsche Verkehrs-Zeitung, among the leading newspapers for transport and logistics in Germany. Prior to that, he worked at shipping company Hamburg Süd. He is also a part-time tour host at the Port of Hamburg. ■

member ports the world over, as well as associate members drawn from across the industry. In the 70 years since its formation (which you can read about in this edition), the world has changed dramatically, as have the ports that serve the global shipping sector. It should be remembered that other challenges have been faced — and overcome — throughout all of these past seven decades.

This is a point echoed by Jacques Vandermeiren, CEO of Port of Antwerp-Bruges, who argues in this issue that ports proved themselves to be beacons of trust during the covid crisis and can do the same once more as society navigates deep transitions in areas ranging from climate change and sustainability through to digital, cyber and health. In the same way, ports can bring a calmness and a stability throughout this period in support of the companies, populations and economies they serve.

IAPH provides a forum to help the industry navigate these and other challenges, as it has done for 70 years. Throughout 2025, the association will host a series of online and in-person events, among other activities, to keep members and other industry colleagues up to date and provide a platform for discussion and collaboration. This culminates in the IAPH World Ports Conference in Kobe, Japan on 7-9 October, 2025, where the event was first held back in the 1950s.

Indeed, ports around the globe can take comfort in this history, which is embodied today in the industry professionals that now lead the IAPH and those that participate in its work across core areas such as climate and energy, risk and resilience and data collaboration.

Similarly, there is an interview in this issue with Stuart Neil, the director of strategy and communications at the International

Chamber of Shipping (ICS), another organisation that provides opportunities for industry-wide dialogue and collaboration. Established in 1921, it too holds a long track record of steering a course through global transitions and changes.

Many of the topics on the agenda for this year are flagged in our global outlook 2025 article, in which leading figures and groups from across the industry highlight the key concerns ahead. While decarbonisation is described as the ‘mega trend’ facing the sector, all of the challenges outlined above, from digitalisation and cyber threats to further disruptions in the supply chain, are high on the agenda.

Policy issues may also rise to the fore. With dozens of elections taking place last year, 2025 may well prove to be a year of policy implementation, as new administrations get to work. Any major policy shifts could hold the potential to impact trade flows or other aspects of the international maritime sector.

As a result, having to expect the unexpected has become the new norm, and there is no sign of this changing as we move into 2025, according to one expert cited in the global outlook article. The stabilising presence of IAPH offers a degree of comfort during such times, now with 70 years of history behind it.

Together with other organisations, such as the ICS, with which IAPH has already partnered on the flagship Clean Energy Marine Hubs initiative, the industry has a voice and representation during these times of flux. Whatever 2025 brings, the maritime world is well supported by the breadth and depth of experience these key associations provide and their underlying emphasis on industry collaboration and cooperation. ■

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**RODDY JAMES**  
Port of Aberdeen

After more than 25 years in a variety of senior management and board roles across the energy, marine, subsea and ports industry, Roddy James joined Port of Aberdeen as chief commercial officer in 2022 with a portfolio that ranges from business development to innovation. ■

# A beacon of trust

Jacques Vandermeiren, CEO of Port of Antwerp-Bruges, talks to Patrick Verhoeven about his recent appointment as IAPH regional vice-president for Europe and how ports can offer assurance to the communities they serve in challenging times

MARTIN CLARK

**Q** Jacques (J), you have just been appointed IAPH regional vice-president for Europe. What are your hopes and goals in this position and what would you like to achieve?

**J:** I'm delighted to have been elected as vice-president Europe for IAPH. It's a key position to work together with all ports to tackle the challenges of the future. I look forward to working with all ports across Europe and making our voice heard within IAPH. I hope to combine our forces within IAPH as this is essential in these challenging economic times.

**Q: Patrick (P), do you have any welcome message for Jacques as he takes on this new role?**

**P:** We very much welcome Jacques as member of the IAPH Board. He has been a keen supporter of our organisation for many years. Under his leadership the port authority for instance hosted in 2018 the launch of our World Ports Sustainability Programme in Antwerp and in 2021 it was host of the World Ports Conference which was successfully held in digital format under the challenging circumstances of the pandemic.

**Q: What is your outlook for the ports sector as we move into 2025, especially in light of all the global challenges we face right now?**

**J:** It is widely acknowledged that we are experiencing economically challenging times. After a year of elections in 2024, 2025 will be the year in which we see the outcomes of

these elections. We will have to wait and see in what way this will impact our economy. The geopolitical challenges remain — a challenge that we, as ports, are preparing for to show that we are resilient in times of volatility.

I look forward to connecting with all ports across Europe and making our voice heard within IAPH and beyond. Combining our forces with IAPH is essential in these challenging economic times.

**P:** We duly considered the geopolitical instability when devising the theme for this year's IAPH World Ports Conference, which coincides with our 70th anniversary. We want to discuss how ports can achieve real growth in an era of uncertainty, when supply chain resilience is tested by conflict and climate change. At the conference we will address how ports can capture tangible, sustainable investment returns in a high-risk environment – strengthening both their security and their license to operate. This covers the regeneration and future-proofing of their physical and digital infrastructure investments, and also the reinvention of business models and tools, such as concessions.

**Q: Given the critical role ports play in the global economy, what do you consider the most important risks and what are the essential elements in building the resilience of a port?**

**J:** Ports are undeniably the hubs of economies. This role brings numerous opportunities but also significant risks and





responsibilities. It is crucial that everyone recognises this new reality and that appropriate action is taken by, for example, allocating the necessary resources. Furthermore, the risk of a port losing investment due to overregulation or uncertainty cannot be overlooked. Therefore, a clear framework and regulatory support for businesses are indispensable.

There is a common sense of urgency needed and only by working together with businesses, ports and companies will we overcome these challenges.

**P:** At IAPH we produced two years ago a set of generic guidelines (<https://bit.ly/3X6PCaX>) to deal with risk and resilience in ports. It was the first output of our Risk and Resilience Committee, which was established during the pandemic, under the leadership of Port of Antwerp-Bruges' harbour master, Niels Vanlaer, and the harbour master of the Port of Vancouver, Shri Madiwal. The guidelines are based on best practices from ports shared through the World Ports Sustainability Programme portal. The guidelines form a pragmatic, practical tool that can be applied by any port, irrespective of size, technical characteristics or governance.

**Q: Port of Antwerp-Bruges currently hosts the second largest petrochemical hub in the world, which is largely fossil-based, yet it has the ambition to become Europe's leading import hub for green hydrogen and to be climate-neutral by 2050. What is the pathway for this ambitious transition process and what kind of leadership does this require from a port authority?**

**J:** At Port of Antwerp-Bruges we developed a strategy to facilitate the transition to renewable energy and renewable raw materials as smoothly as possible. This strategy is based on four pillars. The first is 'Enhanced Cluster Efficiency', which includes a focus on open residual heat steam networks for heat integration and onshore power supply as an emerging standard with attention to direct lines. Second, we have 'Security of Energy Supply', emphasising both electrification

“ Ports have proven to be beacons of trust during the covid crisis and I hope we can play that role in the years to come

**JACQUES VANDERMEIREN**, Port of Antwerp-Bruges CEO

and hydrogen carriers. The third pillar is 'Security of Raw Material Supply', which focuses on plastic and biomass recycling, with adapted policies and supply chains, sustainable primary biomass and hydrogen carriers. Finally, our fourth pillar is 'Carbon Capture and Storage', with multiple exit options for liquefied captured carbon, collected from European industry.

**P:** Aligning strategies of ports, carriers and energy suppliers to ensure that a global network will be established to move low and zero carbon fuels from production to consumption areas is one of the reasons why IAPH is working with the International Chamber of Shipping (ICS) and other industry partners on the Clean Energy Marine (CEM) Hubs initiative. It aims to accelerate the deployment of infrastructure, and to de-risk the investment needed to ensure that the world can have access to low-carbon fuels.

**Q: How do you embed sustainability into all of your work at the Port of Antwerp-Bruges and what learnings might other ports take from this?**

**J:** I am honoured to have supported the IAPH World Ports Sustainability Programme since its inception in Antwerp in 2018. At Port of Antwerp-Bruges, sustainability is embedded

**Pictured:** Patrick Verhoeven and Jacques Vandermeiren, pictured recently in Antwerp, discuss the challenges facing the ports sector in 2025  
All photos: Dries Luyten



in all our operations and strategic planning. Sustainability is an integral part of our business strategy. We align our operations with the United Nations Sustainable Development Goals (SDGs), focusing on economic growth, climate action and social responsibility. We have implemented numerous innovative projects, such as the NextGen District, which serves as an incubator for sustainable and circular chemistry. This initiative demonstrates our commitment to fostering a circular economy and reducing our environmental footprint. We engage with the local community to ensure that our sustainability efforts also benefit the people living and working around the port. This includes initiatives to improve air quality and reduce noise pollution.

In that matter, we want to be the first port that reconciles profit, people and the planet.

**Q: How would you evaluate the merger of the port authorities of Antwerp and Zeebrugge nearly three years down the road? Do you expect further consolidation in the port sector?**

**J:** The merger between Zeebrugge and Antwerp was necessary to address future challenges of the economies we are serving. Both platforms are complementary in numerous aspects, such as energy transition and supply chain. This has already been demonstrated over the past three years. In Antwerp, we face a shortage of space to accommodate all containers. This necessitates the Extra Container Capacity Antwerp project, but we also observe that companies increasingly opt for Zeebrugge when Antwerp is not an option. This is a prime example of how platforms can reinforce each other. There is no doubt that increased collaboration between ports will be essential in the future. Combining forces is imperative in these complex times. We also have a collaboration with the Port of Rotterdam to, amongst other things, make European policymakers aware of what is needed to maintain the anchoring of industries in Europe.

**Q: Port of Antwerp-Bruges has developed a network of partnerships with overseas ports, in Brazil, Benin, Oman and other countries. How does this network serve the objectives of the 'home port' and are these participations**

“ The international networks that port authorities like Antwerp-Bruges have developed also support the activities of IAPH

**PATRICK VERHOEVEN,**  
Managing Director of IAPH

**considered permanent or transitional?**

**J:** The network you are referring to hasn't been established overnight and the reasons why we have decided to invest in overseas ports, as you put it nicely, are threefold: financial robustness, exporting our product, societal impact.

Like any organisation, we have the duty to develop a financially robust position in support of our operations. One of the approaches to achieve this as a company is to strategically diversify your portfolio of

products. And that's what we have done. Obviously, we cannot move the port to another geographical location, so we decided two decades ago to export our knowledge and know-how to assist ports across the globe with their challenges, offering them access to our experience and 200-year-old learning curve as the constructor of dry and wet common user infrastructure.

With Port of Antwerp-Bruges International we have established ourselves as a reputable global ports developer, being active in all continents. The impact of the work of these colleagues and their partners on societies across the globe can't be underestimated. Ports are generators of prosperity and have a positive impact on their surroundings, when they are managed with a long-term view.

**P:** The international networks that port authorities like Antwerp-Bruges have developed also support the activities of IAPH. The engagement of Porto do Açu in our work is a good example and also the Indian network of Port of Antwerp-Bruges has been of tremendous help in expanding our footprint in the region. The training division of Port of Antwerp-Bruges International, APEC, has been a valuable partner in developing our sustainability business game Port Endeavor and is helping us in spreading it across the globe, bringing new membership to the organisation as well.

**Q: Any final message or takeaway for P&H readers?**

**J:** Our society is going through a number of simultaneous transitions: digital, cyber, health, among others. Ports have proven to be beacons of trust during the covid crisis and I hope we, as a sector, can continue to play that role in the years to come: bringing calmness in discussions, and acting decisive when needed, in support of the companies, population and economies we serve. ■



PERSPECTIVE PORT OF HAMBURG

# Hamburg looking to level up

**F**or years, the largest container terminal at the Port of Hamburg, Burchardkai, has been undergoing modernisation by operator HHLA - no easy undertaking, as this happens during ongoing operations. While 24,000 TEU ships are moored at one end of the quay for processing, container gantry cranes are being replaced at the other end. On land, automated rail-mounted gantry cranes (ARMG) are being built and automated guided vehicles (AGV) are being tested, which will eventually replace dozens of straddle carriers controlled by people. At the same time, hundreds of trucks transport containers back and forth every day. This major conversion project is scheduled for completion next year.

Angela Titzrath, chairwoman of HHLA's executive board, calls it "the largest brownfield project in the industry". The aim is to automate container handling

and transport to a greater extent, making operations more efficient and increasing capacity within the existing area. "These investments will make us one of the most modern terminals in North-West Europe, and we will continue to invest in the coming years," she told journalists last year during an on-site visit. As a result, customers would benefit from "significantly higher productivity". For competitive reasons, she did not give exact figures on handling speed improvements.

According to its own figures, HHLA has invested around €1.1 billion in these and other measures over the past five years. More than 40% of this was spent on modernising the Hamburg terminals. Between 2024 and 2028, a further €1.7

**Pictured:** HHLA terminal Burchardkai showing both the traditional way of transporting and storing boxes with straddle carriers as well as the 'future' scenario with ARMG

Photo: HHLA / Thies Raetzke

billion is to be invested in the Port Logistics division, Titzrath announced. Added to this is the equity increase of €450 million announced by the City of Hamburg and the shipping company MSC after the entry into HHLA was finalised at the end of November. The deal gives MSC a 49.9% stake in the holding company of HHLA including all container terminals and hinterland logistics companies, such as Metrans. The remaining shares will remain with the City of Hamburg.

## **Ambitious expansion plans**

Looking at the development of Europe's largest container ports over the past 15 years makes it clear investments are essential. With increasing automation and higher productivity, Germany's largest seaport could become more competitive again. While the majority of ports have been able to significantly increase volumes since 2007, only



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three European hubs have lost volume. Hamburg, Bremerhaven and HAROPA in France have all recorded downturns, in the former case by 22%. For comparison: Rotterdam and Antwerp increased their volumes by 24% and 22% respectively during the same period, according to the PortEconomics member Professor Theo Notteboom of the University of Ghent.

According to experts, one of the last large expansion areas in Hamburg also offers potential for more competition within the port and the greatest possible automation of cargo handling – the so called ‘western expansion’ of the existing terminal operated by Eurogate. This could increase the site’s annual handling capacity by around 2 million TEU.

While implementation has been delayed, mainly due to a lack of funds, things now seem to be moving ahead. The unanimous message from politicians and the port is that the operator Eurogate cannot finance the project alone and needs a carrier to support the investment and guarantee cargo in the long term. According to port and government circles, talks between the operator Eurogate and various interested shipping companies have been ongoing for months – above all,

French line CMA CGM appears to be interested in setting up a dedicated terminal in Hamburg. An agreement is expected in the coming months.

### Risk and reward

In view of the sharp decline in Hamburg’s market share in recent years, however, the question arises whether this billion-euro expansion project is necessary. The four Hamburg terminals currently have an operational capacity of around 11.4 million TEU per year. A forecast by the port authority HPA predicts a volume between 11.1 and 14 million TEU for 2035. If one of the more optimistic scenarios were to materialise, the western expansion would be necessary to create additional capacity.

However, there are those who do not believe these forecasts will come true. “In the medium term, the throughput will settle at a maximum of 10 million TEU per year,” notes Jan Ninnemann, professor and consultant for maritime logistics in Hamburg. After all, the port’s basic volume, consisting of local cargo and volumes from core markets, is 6 to 8 million TEU. In view of the port’s location in the hinterland, the high level of automation at other locations and the expansion of the Baltic Sea ports, the

transshipment volume is likely to fall in the medium term, he predicts.

Nevertheless, Ninnemann believes it is imperative to implement the project because a great deal of effort has already been invested in the planning. “Not to use that would be disastrous,” he told *DVZ* in the summer. As a scenario, he suggests Eurogate first complete the new building and thus obtain a modern, automated terminal. Subsequently, the area currently in use could be taken out of service and upgraded. This would temporarily remove the port’s excess capacity, which has arisen in the meantime from the market.

Meanwhile, the operator Eurogate has also invested around €100 million in its terminal at the deepwater port of Wilhelmshaven to increase processing speeds and to prepare for increasing volumes. There are also plans to automate the decades-old terminals at Bremerhaven, Germany’s other big container port. However, the kilometre-long power quay must first be renovated.

For Hamburg, despite the billions invested, it will not be easy for the hub to raise its market share again in the face of competition from other German ports. ■



FEATURE GLOBAL OUTLOOK 2025

# Expect the unexpected

The industry speaks: expect the unexpected is the central message from multiple sectors across the maritime supply chain as key industry representatives talk to *P&H* about what to expect in 2025

MARTIN CLARK

**I**n a world shaped by increasingly interconnected risks, collaboration and cooperation will remain essential to success in 2025, even in the face of heightened geopolitical tensions that are pulling nations apart.

Innovation too will be critical if ports and harbours are to rise to the challenges posed on multiple fronts. Aside from the impact of unsettled geopolitics and various conflicts around the world, these range from decarbonisation and mitigating the effects of climate change, through to labour issues and the rise of cyber threats.

The ability to move with the times, and to even anticipate what lies ahead, will be integral if ports are to evolve to provide the services required not only in 2025, but in the years that follow. All of this work must be done in what is becoming an increasingly fragmented world.

According to S&P Global Market Intelligence, protectionism is set to persist in the USA and the European Union (EU), while China is similarly expected to stand up for its own interests. "If 2024 was the year of elections, 2025 stands to be the year of policy implementation," it notes in a paper outlining key themes shaping the global supply chain in 2025. The industry, it underlines, faces now familiar challenges with volatility from supply chain disruptions, geopolitical rivalries, conflict and protectionism further settling in as the 'new normal'.

Another data service, Everstream Analytics, further points out that even the resolution of some issues can often bring fresh challenges. "Even if the traffic along the Suez Canal route returns to full throttle in 2025, this shift would cause week-long processing delays, container backlogs, and a spike in congestion at many European seaports due to the sudden increase in cargo volume," it notes in its supply chain 2025 Risk Outlook.

## Risk mitigation

These developments place ports and terminals in the spotlight, according to Ed Parker, departmental head of special risks at insurance company, Tokio Marine Kiln. He highlights, in an era of global supply chains, events such as the collapse of the Francis Scott Key Bridge in Baltimore and the Suez Canal blockage have had significant repercussions, causing severe disruption for businesses and consumers alike. So too does geopolitical conflict, as evidenced in 2024 by established shipping routes being negatively

**Pictured:** The new year brings with it an array of challenges for the global ports sector  
Photo: Enanuchit | Dreamstime



impacted and resulting in the massive diversion of shipping tonnage – the prime example being from the Suez Canal to the round the Cape route.

“Having to expect the unexpected has become the new norm, and there is no sign of this changing as we enter 2025,” he says. “The smooth running of ports and terminals is also inherently linked to geopolitics. Not only did the threat posed by conflict render some established shipping routes impassable in 2024, it was also notable for being an unprecedented election year, with voters in over 60 countries heading to the polls. With the resulting leadership changes now taking place across the globe, we could well see significant policy changes come into effect in 2025, impacting trade flows further still.”

He believes a proactive approach to risk management will be crucial. “While precedents can serve as a useful guide, ports and terminals must look ahead to identify potential risks before they materialise and develop contingency plans accordingly if they are to be effective.”

The insurance sector has shown itself an adept partner in developing solutions to help ports navigate contemporary threats, with Tokio Marine Kiln recently launching a market-first trade disruption facility. “This provides cover against business and trade interruption, as geopolitical turmoil has exposed a clear gap in the standard cover available to ports and other cargo facilities,” he says. “Through innovation, the insurance industry can not only provide cover, but also help ports and terminals identify emerging risks.”

### Decarbonisation

Decision-makers are also increasingly feeling the effects of climate change, according to S&P Global Market Intelligence,

whether in the form of stricter regulations or the physical impact of extreme weather events. This is now driving a large portion of work at ports worldwide, and across all other industry sectors, and is only set to accelerate.

“Decarbonisation is overwhelmingly the mega trend that ABP’s customers want to talk about,” says Max Harris, group head of strategy and sustainability at the UK’s largest ports operator, Associated British Ports (ABP). “This applies across multiple industries we serve, including shipping, energy and heavy industries. As part of this, we are seeing the rising importance of access to green power and lower carbon fuels. We believe this focus on net zero will continue to grow in future.”

It brings with it the requirement for a mindset shift as to how ports and terminals must respond to the needs of customers more broadly in the future. The past 12 months have seen a strategic evolution at ABP, from being ‘just’ a provider of port infrastructure to enable imports and exports, to now also being a key enabler of the clean energy transition. It now supports the deployment of offshore wind, hydrogen, carbon capture and low carbon fuel production, and sits at the heart of the UK’s 2050 net zero ambitions.

At a practical level, it means finding solutions both for existing customers and new ones. In June 2024, it launched the ABP Energy Ventures Accelerator (EVA) in partnership with innovation platform Plug and Play to help enable the energy transition by creating clusters of new ventures in some of the UK’s major industrial hubs.

**Picture:** US ports may face more pressure on labour issues, automation and efficiency

Photo: Alan Stoddard | Dreamstime

“EVA is designed to support some of the world’s most promising climate tech startups to scale through our network of industrial partners, unique port infrastructure and potential investment,” says Harris. “In this first year, we are focused on nurturing relationships, evaluating and collaborating with startups tackling critical technology hardware challenges.”

### Shore power

Securing clean power is certainly high of more port users, all facing their own decarbonisation challenges. “As an operator, we want to work closely with ports and other stakeholders to ensure we have access to enough clean energy to support our decarbonisation objectives,” says Gareth Prowse, head of decarbonisation at Svitzer, a leading provider of towage and marine services worldwide.

He says the company sees significant opportunities to work with partners across its network to catalyse the expansion of shoreside power provision.

“Our biggest challenge in increasing electrification across our fleet is to find cost competitive biofuels and sufficient shore power for our needs. Access to shore power in local ports will be crucial in the longer term for us to be able to deploy new hybrid-powered tugs, which can prioritise battery power to dramatically cut CO2 emissions. This requires high-capacity charging from shoreside power supply to minimise the turnaround time needed for those tugs.”

He adds: “In some places, there may be possibilities for our tugs to solve problems around grid balancing services to renewable energy grids through flexible battery capacity, storing power when renewable energy systems are producing in excess, and discharging it when not required. This opens up novel possibilities regarding the role that tugs can play in the port environment.”

### Clean fuels

As demand for shore power and electrification increases, with projections for huge growth in the coming years, the evolution of new clean fuels, from ammonia to methanol, also continues to play out. With the International Maritime Organisation (IMO) expected to lay out its ‘mid-term’ measures this year to help the industry achieve net zero shipping, 2025 may well bring greater clarity as to which fuel or fuels will emerge as frontrunners.

In the meantime, the growth of liquefied natural gas (LNG) has brought some comfort for the maritime sector as a bridging fuel. 2024 was a record year for developments in the LNG dual fuel fleet, with numbers in operation growing by 33% to more than 600 vessels and with LNG accounting for one third of the new-build order book, according to Steve Esau, chief operating officer at SEA-LNG.

“In 2025 we can expect to see a continuation of this trend as decarbonisation regulations bite and LNG demonstrates the lowest cost of compliance in its fossil form with a pathway to

net-zero emissions through liquefied biomethane and e-methane,” he says.

“On the supply side we are likely to see rapid growth in the LNG bunker fleet, up from about 60 LNG bunker vessels in operation this year with bunkering volumes continuing to increase in NW Europe, the Mediterranean, the US East, Gulf and West coasts, Singapore, China, Japan and Korea.”

Liquefied biomethane bunkering is also likely to be established in major ports along with announcements of further investments in biomethane and e-methane production capacity, he adds. “Finally, on the technology side, we are also likely to see more developments from the industry in addressing both fugitive methane emissions in the LNG supply chain and onboard methane slip.”

### Digitalisation

There are many other things keeping port industry professionals awake at night too, including ongoing digitalisation and automation challenges, together with the rise in cyber threats and their potential impact to digital infrastructure. According to Everstream Analytics, the growing reliance on artificial intelligence (AI) and cloud computing within supply chains is creating new opportunities for bad actors.

There is also the effect on labour unions and jobs to be considered. In the S&P Global Market Intelligence Outlook for 2025 report, it is noted that “Further investments in physical automation in supply chains may prove controversial.” It further stated that the automation of port handling systems has been at the centre of a labour dispute between port workers and owners in the US, and has also proven to be controversial in the US from a national security perspective due to remote management capabilities.

Nonetheless, AI, automation and upskilling will be high in the minds among executives in 2025, according to Matt Elenjickal, founder and chief executive at FourKites, a supply chain platform. “Despite automation being a sticky point for unions, including the International Longshoremen’s Association (ILA), the future is automation and the industry will need to adjust or be left behind. AI and automation are not the enemy and have the potential to create new jobs and improve existing roles, especially when it comes to worker safety. In order for supply chain companies to fully benefit from these technologies, however, they must invest in upskilling their employees.”

It presents a dilemma for US port executives, with S&P Global Market Intelligence highlighting that no US ports currently rank higher than 65th in its Port Performance global rankings. It shows the highest ranked US port in 2023 to be Charleston, South Carolina, at 60th, up from 341st, while the worst, Tacoma, Washington, was 402nd out of 405 globally. “Without automation, US ports may struggle to move from their current positions among the lowest performers.” ■

“Decarbonisation is the mega trend that ABP’s customers want to talk about

MAX HARRIS, group head of strategy and sustainability, ABP

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**MIKE MUNDY**  
Editor of Port Strategy

# Wake-up call

Concession challenges: today there is much more to think about in conjunction with terminal concession arrangements

**T**he terminal concession, or lease agreement, remains a big component in the business development armoury of ports worldwide.

The success of the system, a public, private partnership (PPP) arrangement, is most clearly evidenced in the container-handling sector where over 90% of the world's container terminals are now operated by the private sector. Effectively, the award of a terminal concession agreement, typically spanning 20 to 30 years, enables the host port authority to conduct its business without any front-line engagement in cargo-handling operations.

Cargo handling operations and allied tasks are undertaken by a terminal-operating company in possession of the financial capacity and specialist skill sets necessary to develop the terminal and deliver the high performance required to expedite vessel turnaround, and generally to facilitate the fast onward movement of containers from a terminal.

In both areas, financing terminal development and ensuring a high-level performance, requirements continue to become progressively more challenging. New ship types — designs with a higher capacity and typically a longer LOA, as well as investment in new digital and other technologies — are pushing up terminal capital expenditure. So too are everyday business factors, inflation, the cost of borrowing and so on.

These are key elements to consider during operator selection but there are also others manifest today which can further complicate this process. Not least of these is the reality that the sector is now made up of what can be termed different categories of terminal operator, as is

particularly evidenced in the container-handling sector.

The modern line up of operators active in this sector, classified in a business context, comprises:

- Private and independent operators – largely offering services to allcomers.
- Shipping line-affiliated terminal operators – usually focusing their handling activities on the sister shipping line and its consortia partners.
- Government-owned operators which today are in a minority but still have a presence – PSA International is an example and the exception to the rule in this category in fielding strong development and operating expertise.
- Government controlled companies – some of which have recently tried to ‘work’ government-to-government deals to secure exceptionally long concession terms.
- Private companies with very strong political backing.

This diversity, often not fully appreciated, complicates the picture for a port authority when engaging with operator selection.

New influences do not, however, stop here. Other relatively new components in a concession agreement that are worthwhile port management considering include: setting comprehensive environmental standards for terminal operating systems and practices; contributing to better offtake infrastructure; the wider application of key performance indicators (e.g. in conjunction with intermodal rail operations); and implementing green tariff arrangements whereby shipping lines are incentivised to join the pursuit of carbon neutral goals. ■



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# Closing the gaps

Developing nations' ports need substantial investment for a fair and equitable energy transition, according to a new MTBS report commissioned by IAPH and delivered as an information paper to the IMO Marine Environment Protection Committee

# Q&A



**DR INDRA VONCK**  
Partner, Maritime Transport  
Business Solutions (MTBS)

**Q: Please give us a brief introduction of your role and how you interact with ports?**

**A:** MTBS advises public and private clients in the maritime sector in areas such as port financing, strategy and transactions. We differentiate ourselves from competitors by specialising exclusively in the port sector rather than offering generic services across various industries. We are also able to leverage our global experience to deliver local services. Our experts frequently travel to offer on-site consultancy tailored to the asset location and stakeholders.

**Q: Tell us about the scope of your recent port infrastructure report?**

**A:** We explored the current state of port adaptation and decarbonisation in developing nations, specifically Brazil, India, Indonesia, Kenya, and the Solomon Islands. We looked at mapping the investments in port adaptation (resilient infrastructure) and decarbonisation infrastructure according to port size, location, existing infrastructure and prior adaptation and mitigation plans. The report reaffirms our commitment to driving impactful, sustainable change across the port sector and aligns with broader efforts to promote a greener, more equitable future for ports worldwide.

**Q: What are the key takeaways and findings from the report?**

**A:** Port infrastructure financing is already challenging today, with most bankable projects requiring a combination of a positive socio-economic impact for the region as well as a bankable business case.

The energy transition and requirements for adaption and mitigation only increase this complexity since not all business cases are linked to a positive cash flow.

Green energy from solar and wind will provide several developing nations with a new opportunity to produce, use or export green energy to high energy demanding nations. Green hydrogen generated from renewable energy is also earmarked as a base energy source to replace fossil fuel dependency.

The sector must reach consensus regarding the regulatory framework and GHG mitigation measures of the future as soon as possible to avoid risk aversion to investing in technology which eventually may not become widely adopted.

Based on estimations made by the team, it is predicted that the aggregate total investment needs for mitigation and adaption infrastructure for ports in developing nations lies between US\$55 billion and US\$83 billion..

**Q: What about the impact on smaller ports in developing countries?**

**A:** Smaller ports are more vulnerable than large ports, through underlying factors such as lower availability of budget resources from both government and from the income of port services, as well as the constraints of a smaller

port management organisation and typically lower quality of existing infrastructure both for climate protection and trade. When a just transition in the maritime sector is the goal, smaller ports should be first in line when it comes to support allocation.

**Q: What must ports in developing countries do to prepare for a changing infrastructure landscape?**

**A:** Given increased climate-related disruptions and demand for renewables, developing countries must act urgently to transform their port systems, balancing climate resilience with decarbonisation goals. Strengthening port infrastructure to withstand extreme weather events is a necessity to keep countries trading, as ports are often literal lifelines for local communities. At the same time, ports can benefit from the development of green energy production and integrate renewable energy sources, such as solar and wind, into their operations both for their own use and for export.

Next to the pure infrastructure investments, ports can also partner with international organisations and stakeholders to access technical expertise and resources, strengthening local governance and workforce capacity.

In order to offset financial risk, port authorities and governments can leverage a combination of public and private financing to address high capital costs associated with sustainable infrastructure projects. MTBS has ample experience with assisting ports in both the structuring of these finance options as well as attracting the necessary funds for both transport- and climate-related investments. ■

<https://bit.ly/4dchRMH>

Stuart Neil



## INTERVIEW STUART NEIL

2025 will be a big year for shipping as the International Maritime Organisation (IMO) looks to implement binding mid-term greenhouse gas reduction measures through its Marine Environment Protection Committee (MEPC) – placing the work of the International Chamber of Shipping (ICS) centre stage

## MARTIN CLARK

**A**s director of strategy and communications at the International Chamber of Shipping (ICS), Stuart Neil will play a key role in helping to translate new rules from the IMO for members and informing other stakeholders, from the world's media to the port community. ICS is the global trade association for shipowners and operators and represents over 80% of the world's merchant fleet. "This year is going to be pivotal with regard to the MEPC negotiations on mid-term measures and how that evolves to create a zero-emission shipping industry," he says.

What's more, the changes coming, around decarbonisation and energy transition, are so profound it will take a new rationale to succeed, he argues, one centred around collaboration.

"The message is you can't do this on your own, you're going to need to work with partners, whether that's the ports, the fuel providers, or others. We're also moving from a position where transitions have traditionally been undertaken as a cost-optimised process, where it's cheaper, easier or more efficient. But now, we're in a space where things are more difficult and there will be more costs because, effectively, with the speed of transition, we're no longer in a sequential process, we need to think about parallel processes of transition."

**Clean marine fuels**

One example of this collaboration is how ICS and IAPH have already partnered on the Clean Energy Marine (CEM) Hubs initiative to understand the transportation infrastructure requirements for the new and emerging fuels coming to market. This work holds the potential to transform a port's business plan, opening up a far greater

opportunity to unlock and de-risk the huge investments needed ahead.

The next phase for ICS, he adds, is to create what is effectively a blueprint for best practice. "Our IAPH colleagues are also looking to develop a digital toolkit to expand on work they've done in the bunkering space to see what ports are ready, as the challenges these new fuels will bring will be different to traditional bunkering."

This is where the significance of IMO's work also comes in, to create a "market signal" to stimulate demand for new fuels. With a lack of clarity as to which fuel or fuels will dominate, from methanol to ammonia, among others, this becomes an integral part of the transition equation.

"This then helps ports create a business plan for investment, knowing they will have a return, and sends a signal to clean fuels developers too. But, as we have seen in the work with CEM Hubs, we also need to be thinking more strategically, about aggregating demand, because the scale required for these new fuels far outweighs traditional port footprints."

It also represents an opportunity for shipping given that 50% of these new fuels will be moved by sea, according to forecasts from the International Renewable Energy Agency, up from about 36% of liquid fuels being moved by sea currently.

"I think that's why, for the shipping industry, it's so important to get an agreement at the IMO because that then sets a global standard. When we get that, then we're into a period of operationalising. As we saw during the pandemic, the industry is very good at getting on and doing once it knows what to do. That also provides clarity for port operators too, of course."

**Fragmented world**

What's more, these huge shifts — from curbing GHG emissions to the roll-out and adoption of new clean fuels — must be undertaken in what is an increasingly polarised world. These and other concerns are evident from the ICS Barometer, an annual survey of risk and confidence among maritime leaders.

"We see a much more fragmented world going forward, whether that's a rise in protectionism or attacks in places like the Red Sea. These things make it more difficult to operate, they add cost and complexity and also risk for seafarers, with a knock-on effect on recruitment. So we're trying to think: how do we, as a maritime ecosystem, work more closely together whilst recognising our own shipping industry priorities?"

As well as supply-chain resiliency and interest in alternative power options, such as nuclear and wind, ICS members also flagged regulation, the ability to attract crew and training, and cyber risk as concerns. "Cyber risk is off the chart. You can understand why given the issues in the Black Sea and the Red Sea and the rise in political instability; it's certainly something that's now high on the agenda."

The 2025 ICS survey\* was launched on 6th January and is also open to the port community.

"I think the days of slow steaming are gone. We are into a much faster-paced industry now, one that has to be more alert to new trends." While many ship owners and ports may have adapted to this mindset shift, there remains a need to support others still struggling with the pace of change. "I think the power of associations like IAPH and ourselves is in creating that fora to air new ideas and making sure the door is always open for collaboration." ■

\*surveymonkey.com/r/HDFGSJH

# Project ready for offshore wind

RODDY JAMES, Chief commercial officer, Port of Aberdeen



**A**s the world transitions to a more sustainable future, Scottish ports are uniquely positioned to be drivers for economic growth, energy security and decarbonisation. With strong infrastructure already in place, upgrades are still urgently required to transform Scotland's ports into industrial hubs capable of supporting the rollout of floating offshore wind at scale. With public and private collaboration, its ports have the potential to be global leaders in offshore wind.

## With opportunity comes challenge

According to Scottish Development International, Scotland has an impressive pipeline of over 45 gigawatts of offshore wind projects.

While Scotland's port infrastructure is robust, the Floating

Offshore Wind Taskforce's 'Industry Roadmap Report' stated that at least three to five Scottish ports will need to be transformed as fast as possible into new industrial hubs to enable the roll-out of floating offshore wind at scale.

With more than 160 floating wind turbine designs currently on the market, ports face the challenge of planning infrastructure investments to enhance their capacity and capability without clarity on what future projects will require in terms of quayside length, depth and laydown area.

To unlock the full potential of Scottish ports in the offshore

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**Pictured:** Scotland's ports are playing a key role in facilitating the move to offshore wind

All photos: Port of Aberdeen

wind sector, streamlined regulatory and planning processes are essential. Bureaucratic hurdles and delays could dampen investor confidence and hinder projects, turning ports from key enablers into obstacles.

Beyond clean energy, offshore wind presents an opportunity to drive economic growth, create jobs and rejuvenate coastal communities. By investing in skills development and fostering technological innovation, Scotland's ports have the potential to establish themselves as global leaders in the sector.

Collaboration between public and private stakeholders will be crucial to securing the funding required for these transformative upgrades, ensuring Scotland capitalises on this generational opportunity to lead in offshore wind.

In 2024, Port of Aberdeen and other leading ports from across Scotland launched the Scottish Offshore Wind Ports Alliance (SOWPA). SOWPA is a progressive and collaborative forum of the country's leading infrastructure facilities, targeted at optimising the opportunities from offshore wind.

“ Ports face the challenge of planning infrastructure investments to enhance their capacity and capability without clarity on what future projects will require in terms of quayside length, depth and laydown area

SOWPA is represented by leading offshore energy ports across Scotland, which hold expertise across the full offshore wind value chain, from manufacturing and fabrication, through to marshalling, assembly and Operations and Maintenance (O&M).

The alliance is actively developing opportunities to enhance regional competitiveness, drive efficiencies and fast track the required expertise to support the UK's burgeoning offshore wind industry.

### Paving the way to a greener future

As Scotland works towards achieving net zero emissions by 2045, ports are at the forefront of this journey, serving as the central point in the nation's energy transition and shaping the broader landscape of the energy sector. It is imperative that the public and private sectors unite to secure the necessary funding for port enhancements and expansions, alongside forward-thinking policies and collaborative efforts.

Scottish ports have the opportunity to become powerful enablers of the next generation of offshore wind, driving the UK as a whole towards a greener, more prosperous future.

### Port of Aberdeen

Port of Aberdeen, the UK's oldest business with the country's newest harbour, is Europe's leading hub for the oil and gas industry, and has supported offshore O&M for more than 50 years. Now, with plans underway to cater to the next generation



of renewable energy, the port is set to invest in its North Harbour to upgrade existing facilities for offshore O&M. This transformation will establish Port of Aberdeen as Scotland's premier O&M hub for offshore wind.

The port marked a major milestone in its 888-year history with the opening of its £420 million (US\$534 million) South Harbour expansion in September 2023. The expansion project underscores the port's commitment to the offshore wind sector with an additional 125,000 square metres of project space and over 1.5 kilometres of quayside and deepwater berths, positioning the port as a key enabler for offshore wind.

Plans for a proposed £25 million (US\$32 million) dredging investment at South Harbour will deepen its waters, ensuring readiness for floating offshore wind. This is a tangible example of where industry and government cooperation is needed to support the nation's offshore wind ambitions. ■

**Pictured:** Grampian Tees leaving port (top); loading offshore wind components (bottom)



**MARIO CORDERO**  
CEO, Port of Long Beach

# THE COLUMN

## US ports industry ready for a year of change

**T**he US port industry will be bracing for a year of change in 2025, as it seeks to solidify its role as generator of jobs, a creator of economic opportunity and a key to national security.

However, uncertainty remains. This includes, of course, a contract for labour and ports on the East and Gulf coasts. In addition, there are to be considered the announcements by the incoming US president that he will turn his attention to new tariffs on products and materials from the country's three biggest trading partners.

As we wait to find out more about the potential tariffs, US ports know one thing: we will need to closely monitor the impacts as we move into 2025.

The new president is to be inaugurated on 20 January, 2025. We look forward to working with the administration and supporting the trade agenda. The National Retail Federation in the US expects international imports will still be surging into spring of 2025 due to impending tariffs.

There was a decline in cargo volume in 2018 at the Port of Long Beach when President Trump initiated tariffs with China, which responded in kind.

Notwithstanding the tariff concern, it should be noted that those 2018 tariffs on an array of Chinese products are still in place, and trade has picked up especially throughout the pandemic and in 2024, for the San Pedro Bay gateway – the largest in the United States by far.

Nevertheless, ports must be focused on the long-term, emphasising the huge role we play in the national economy. A growing part of that effort will be to underscore ports' importance to national security.

Ports are an economic lifeline. In light of growing threats to the supply chain, it only makes more sense that our ports ensure business continuity in the face of whatever may come. This includes cyber attacks or even attacks on port infrastructure.

A cybersecurity attack could have a devastating effect on the economy if it shut down the flow of cargo through a major terminal. While we and our stakeholders have cybersecurity protocols, such attacks are only going to get more sophisticated, and the port industry must keep pace to protect the flow of cargo. Federal funding helps with that.

At the Port of Long Beach we proactively administer the usage of aerial drones. We believe that additional authority to mitigate unauthorised drone flights should be extended from federal agencies to ports and local law enforcement, to ensure a higher level of security – for example, consideration of a no-fly zone.

Our economic impact studies show that the port generates 2.6 million US jobs thanks to the trade, tourism and construction activities here. We're a big part of the economy, as are all major US seaports.

As an industry, we look forward to partnering with the federal government to ensure the certainty and business continuity that will only build a stronger economy. Modernised, safe and efficient ports are the key to allowing US farmers and manufacturers to reach overseas markets. We also provide the access to imported goods and materials that consumers and businesses need.

We are committed to enhancing both our competitiveness and environmental sustainability, as we plan to continue creating jobs and strengthening the American economy. ■

### ABOUT THE AUTHOR

**MARIO CORDERO** is an international maritime industry leader, Long Beach resident and attorney, and chief executive officer of the Port of Long Beach, California, the premier US gateway for trans-Pacific trade, named to the post by the Long Beach Board of Harbour Commissioners in 2017.

# QUICK 10



## LAURA WOOD

Head of commercial (Humber),  
Associated British Ports (ABP)



### Nº 1

#### Favourite app?

It would probably be a tie between Audible and Kindle. One of the books I enjoyed recently was 'The First 90 Days' by Michael Watkins. I am currently listening to 'Burnout' by Emily Nagoski.



### Nº 2

#### Something unexpected that brings you joy

I cherish the ritual of making my own coffee in the morning. The scent of fresh coffee beans and the singing of the machine, it all just sets a positive tone for the day.



### Nº 3

#### An item you cannot live without and why?

Thinking about items at work, I couldn't live without my high heels. I just find that they make me feel powerful and confident in the office - they are a part of my personal brand.



### Nº 4

#### What world record do you have a shot at beating?

Probably multitasking. I can listen to three different conversations, write an email and put the washing out all at the same time. There's a lot to do and we're all spinning multiple plates.



### Nº 5

#### A quality that impresses you in a business partner?

Giving and receiving feedback. This is particularly important in an inclusive work environment, where diverse ideas and perspectives are encouraged. We need to create discussions to achieve the best solutions.



### Nº 6

#### What mythical creature would you like to believe was real?

Hippogriffs from the Harry Potter novels. Having to regularly travel across the Humber, I can imagine myself flying from port to port - who needs a helicopter when you can have a hippogriff?



### Nº 7

#### If you could time travel where would you go and what would you do?

I would go back to a time before social media was a thing. I long for that time when children could grow up without all the pressures of being scrutinised online.



### Nº 8

#### Dream dinner date and why?

Jacinda Ardern, New Zealand's former Prime Minister. She inspired me with the way she navigated the Covid crisis with a baby on her lap. To me, she is a relatable leader.



### Nº 9

#### Three things you take to a deserted island?

I think I'd try and enjoy the peace and quiet. I would bring my kindle, a jug of Piña Colada and a fully-charged satellite phone so I can call my rescuers when I'm fully rested and ready to be collected.

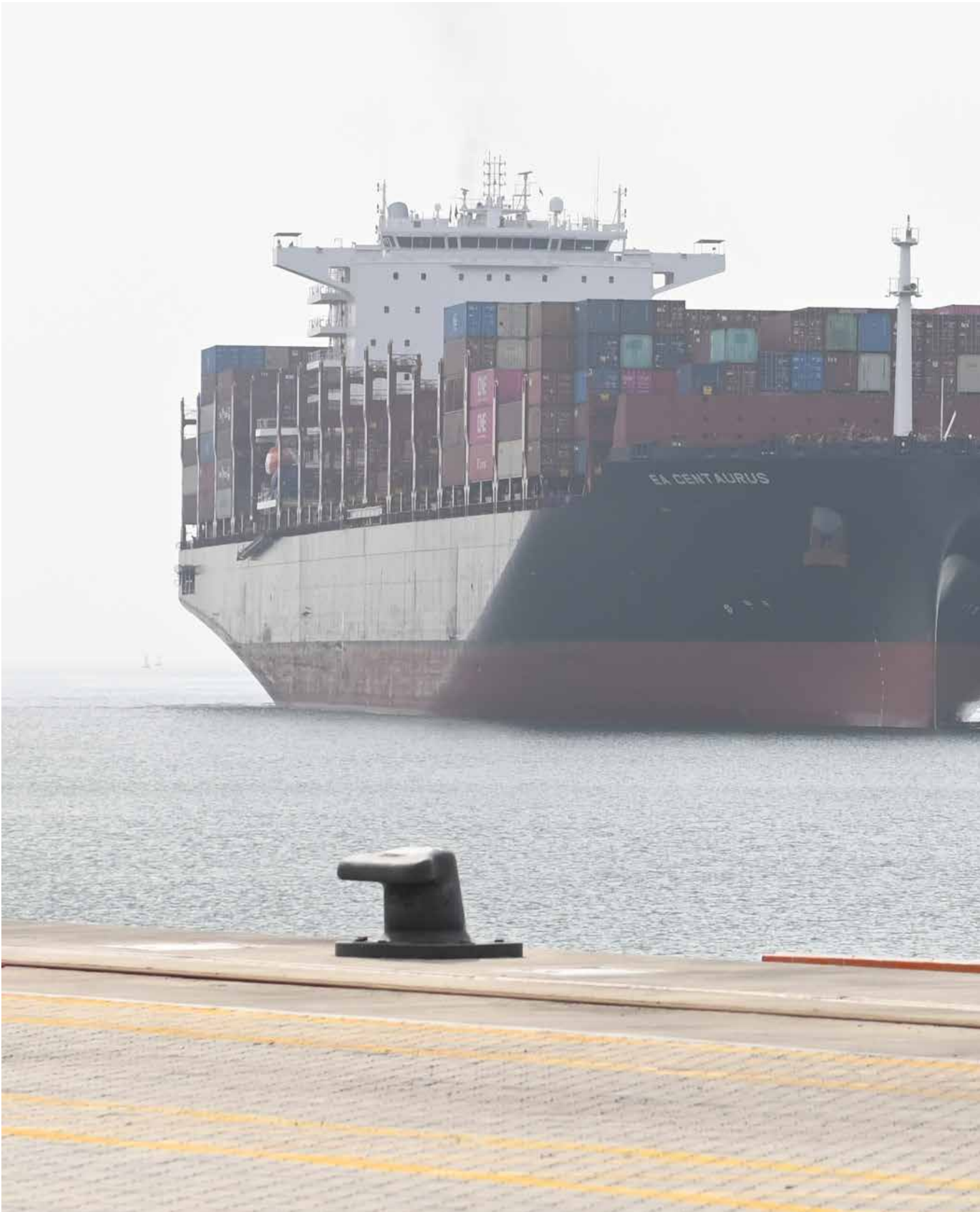


### Nº 10

#### Best advice ever received?

Focus on your own airspace and be decisive. When you are faced with very complex, multi-layered decisions, the only way you can thrive is by looking at what's within your sphere of control and making the most of the resources you have.

If you would like to be featured in this column in a future edition of P&H please email: [editor@ports-and-harbors.com](mailto:editor@ports-and-harbors.com)



## LOOKOUT NIGERIAN PORTS

# Location: Lekki

**H**ome to West Africa's biggest economy, Nigeria's population boom over the past 25 years continues to drive growth in its maritime trade and ports network.

With 228 million people, it is Africa's most populous country – a number that has almost doubled since 2000, and is forecast to climb again to 377 million by 2050.

Lekki Deep Sea Port, located within the Lagos Free Zone, is set to play a key role in meeting demand for this young and fast-growing nation. Nigeria's deepest sea port, it serves as a hub, bolstering commercial activities both in the country itself and throughout the sub-region.

Pictured bringing container goods into Lekki is the EA Centaurus cargo vessel, operated by COSCO Shipping. This marked the beginning of a new era for the port, as well as for Lagos, the sprawling city it serves. Lagos is now one of the biggest, most densely populated and most vibrant megacities in Africa.

The arrival of the ship was timed with the launch of Cosco Shipping, ONE (Ocean Network Express) and ZIM alliance services at Lekki. The EA Centaurus became the largest Cosco vessel to call in Nigeria, with a container handling capacity of 7,000 TEU.

Amid ongoing tensions in the Red Sea area, and the rerouting of vessels around the Cape of Good Hope, Nigeria's ports are presented with a further opportunity to raise their profile.

The latest Review of Maritime Transport by UNCTAD notes that congestion in South African ports as a result of rerouting has created opportunities for the likes of Madagascar, Tanzania and Namibia, all located on routes connecting Asia with Europe.

With investment bank Goldman Sachs forecasting that Nigeria will be one of the world's top economies in the latter half of the century, the evolution of its ports network is only expected to accelerate and expand.

Lekki officials called the arrival of EA Centaurus a "milestone" in the port's development amid hopes that it will stimulate foreign direct investment into the area as a whole.

Du Ruogang, Lekki Deep Sea Port's managing director, said it marked the first of bi-weekly calls to the deep sea port by the trio of shipping lines. "With the bi-weekly calls of the consortium, we are realising our vision of driving significant cargo volumes and further positioning Lekki to enhance the Nigerian maritime sector and improve business efficiency across the country."

He added: "The achievement is not the end, but rather the beginning." ■

**Pictured:** The arrival of COSCO Shipping's EA Centaurus heralds a new era for Lekki Deep Sea Port and Nigeria's economic ambitions  
Photos: Lagos Free Zone



**PERSPECTIVE** FUELLING THE FUTURE

# Ports & the shipping energy transition

In supporting the International Maritime Organisation's (IMO) goal to decarbonise shipping, ports face a dilemma: to be an early mover and invest to supply low- and zero-carbon fuels now, but risk underused infrastructure; or to wait, and lose out to neighbouring ports that have made this transition.

The IMO's ambitions have a boost in the European market from 2025 when the EU's market intervention, FuelEU, begins to incentivise shipping to adopt cleaner fuels. To meet these ambitions, ports must invest in alternative fuels, and in Europe there is parallel legislation, the Alternative Fuels Infrastructure Regulation, to encourage production.

According to Lloyd's Register research, fewer than 500 of 6,000 global ports currently support shipping's fuelling transition today, usually with transitional fuels like bioLNG and methanol that are more familiar. To fully support the decarbonisation process, alternative

fuels must come online and be more widely available.

## Systems thinking

Ports are highly complex ecosystems that work in an interdependent global system. To illustrate, demonstration green corridors, like the proposed Pilbara-to-Japan route, can support zero-carbon shipping using ammonia as fuel. This project tests many of the long-term practicalities associated with ammonia, like production, supply and storage, whilst overcoming the commercial challenge faced by any user of alternative fuels: that alternative fuels are more expensive and place the user at a commercial disadvantage. Unless there is a level playing field where all parties use the same fuel – hence a green corridor.

**Pictured:** Bunkering faces disruption in the transition to new fuels  
Photo: Trafigura (Flickr: Attribution-NoDerivs)

Whilst green corridors provide a first-mover framework, for widespread usage new fuels must work within an integrated and widespread system, otherwise there is no availability and no practical usage.

To complicate matters, some new fuels, notably ammonia, are challenging products to handle and new infrastructure must reflect this reality. Because no port wants to invest to pioneer an underused fuel, they face this 'waiting dilemma' for when to begin their transition. There are four risks to consider:

*Commercial risks:* Questions about the timing of new infrastructure are tied to the realities in the sea. At present, alternative fuels are broadly unavailable and more expensive. Consequently, owners and charterers are reluctant to commit to alternatively fuelled vessels, even if they are willing to pay the premium for a low-carbon fuel – the fuel may be unavailable.

Policy makers must consider



## ABOUT THE AUTHOR

**JAMES FREW** is advisory director at Lloyd's Register. He has over 15 years' experience dedicated to maritime consultancy and research, and now leads a team working with senior management at shipowners, operators, charterers, ports and fuel suppliers.

both supply and demand to break the fossil fuel cycle. The EU's approach is significant because it attempts to address both simultaneously, giving shipping companies and ports greater certainty by creating these markets holistically. But this intervention is limited to the EU, and must be taken up more broadly.

The technical measure in the IMO's mid-term measures - the Global Fuel Standard, which follows the same principles as FuelEU - should play a guiding role in unlocking investment by creating the economic incentive for alternative fuels. Understanding the future market size and the speed of uptake of alternative fuels will be key to allowing ports to commercially de-risk their investments in fossil fuel infrastructure.

**Safety risks:** New fuels have novel risks. Work must be done to establish protocols to deal with basic risks, such as what happens when there is a loss of containment for these new fuels, and how can these risks be mitigated?

Consequently, training and safety systems must be rethought. Today, there are few, if any, safety protocols in place for the large-scale handling of ammonia, which is classified as an extremely hazardous substance. Trials like those on

the Pilbara green corridor will help to develop these protocols but they remain in their infancy today.

Certain ports and institutions have acted as first movers to develop Hazard Identification (HAZID)/Hazard and Operability (HAZOP) studies, a key requirement for ports. These studies underpin decisions to allow alternative fuels in port, determining wider design decisions. Such studies should not be relegated to the execution phase of offering alternative fuels.

**Operational risks:** To operate resiliently with new fuels like hydrogen or ammonia, there will need to be greater oversight, which will have a knock-on impact on port operations. Standard operating procedures will need to be rewritten; new licenses and licensing arrangements developed to handle and operate these fuels; and new approaches to ship-to-ship and anchorage that take new fuels into account.

In short, the logistics necessary to run a port efficiently could be put under tremendous strain while the transition to new fuels takes place. Technology designed to unlock efficiencies in ports and prevent extended waits at anchor so ships arrive just in time will be key to reducing operational

pressure, which will also help in reducing emissions at anchor.

**Social acceptance:** How might local communities react to new developments on their doorstep for the large-scale production of ammonia, hydrogen, or of new nuclear installations to produce these new fuels? They may look at such developments as an opportunity, to expand under the green economy - a bigger port brings more prosperity. But local infrastructure also needs to be prepared. Specialists at local hospitals and the fire service must be trained to deal with, for example, accidental leaks should they occur. Is there the investment and local, regional or national policies to accommodate these changes to drive the energy transition?

### A greener future

How ports liaise with local communities will be a key consideration. Ports need communities to buy into their energy transition plans, so outreach is essential. More broadly, cooperation between ports, shipping companies and the wider maritime value chain will help to break the fossil fuel lock and prevent the hesitation caused by chicken-and-egg thinking, so more progress can be made. ■

**PROJECT FOCUS** PORT OF CHANCAY

# Open for business

Peru's new flagship Port of Chancay, inaugurated recently by Chinese premier Xi Jinping, opens a new maritime corridor between Latin America and East Asia. But it is not the only port project vying for trade.

**MARTIN CLARK**

**T**he first stage of Peru's new container port, Chancay, is operational after its inauguration on 14 November 2024, attended by Chinese leader Xi Jinping and Peruvian president Dina Boluarte via video link.

The port, 80 kilometres from the Peruvian capital, Lima, is now open for bulk handling with a first consignment of fruit bound for China loaded late last year. Other agricultural exports will follow, as well as iron ore and copper, while imports from China will include cars, electronic equipment and consumer goods.

But the long-term plans for Chancay are far grander with the new US\$3.6bn facility expected to become a leading container terminal in the region, formatted to handle 18,000 TEU vessels.

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**Pictured:** Peru's new flagship port aims to boost trade with China and East Asia

Photo: Shutterstock

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TERMINAL

COSCO SHIPPING



Spanning 1,500 metres in length with four berths, including two for containers and two multi-purpose berths, the port can accommodate some of the world's largest container ships.

Designed for a throughput capacity of 1m TEUs, 6m tons of bulk cargo, and 160,000 vehicles annually, Chancay features storage yards, warehouses and multi-purpose logistics areas, according to Chinese state-owned, Cosco Shipping, which owns a 60% share of the project. After the first phase, there is scope for further expansion to 3.5m TEUs.

A 1.8-kilometre tunnel connects the port to the Pan-American Highway, facilitating land transportation to the economic hinterland, the first part of further planned infrastructure work. A statement by China's Ministry of Foreign Affairs said Beijing wants to work with Peru to fully leverage the location and "explore ways to establish a comprehensive, diversified and efficient connectivity architecture that extends from coastal areas to inland areas."

The remaining 40% of Chancay is held by Peruvian miner, Volcan, which is controlled by the conglomerate, Glencore, providing a ready source of business.

### Strategic hub

Looking ahead, the goal is to integrate South American West Coast trades with China and other East Asian markets.

"Chancay Port aspires to become a hub port in Latin America, distinguished by its operational efficiency and dedication to green, low-carbon growth," Cosco Shipping noted in a statement timed with the opening of the port. It said the port has integrated intelligent loading and unloading equipment, with pure electric container trucks alone contributing to a decrease in energy consumption of over 25%. There are plans to establish a regional logistics distribution hub at the terminal.

"By launching two direct container shipping routes connecting Shanghai Port and Chancay Port, the transit time for cargo from Peru to China will be reduced to just 23 days," Cosco Shipping added. "Moreover, the introduction of a ro-ro service will facilitate the establishment of a prominent automotive distribution centre in South America."

The deepwater port will also operate services for multiple lines, not just Cosco. Goods from neighbouring states, such as Chile, Ecuador, Colombia and Brazil, are expected to pass through the port on their way to China and other Asian markets.

Originally conceived in 2007, Chancay has been a long time in the making and represents a major strategic investment by Beijing.

At the inauguration, President Xi hailed it as "a starting point to forge a new maritime-land corridor between China and Latin America" acting as a new node for the country's famous Belt and Road initiative (BRI). In an opinion piece in the *El Peruano* state newspaper, he said the project would generate US\$4.5bn in annual revenues, create over 8,000 jobs and reduce logistics costs on the Peru-China route by 20%.

Xi and other leaders, including outgoing US President Joe Biden, was in Peru for the Asia-Pacific Economic Cooperation (APEC) forum, which took place after the Chancay inauguration. Already Peru's

largest trade partner, China signed a flurry of other deals and projects during a whirlwind diplomatic tour of the region by Xi as the country seeks to expand its already substantial Latin American footprint.

While Chancay marks a milestone in the port infrastructure of Peru, opening a new route to China and East Asia, and one that bypasses the Panama Canal, it is a project not without controversy.

### Concerns & controversy

For starters, it has not gone unnoticed by the US, now anxiously monitoring China's sprawling interests across Latin America, from natural resources to infrastructure, including much of Peru's own power supply.

It has prompted Washington to step up its own commitments, including supplying three state-of-the-art cargo and vehicle inspection scanners, worth US\$8.5m, to the Port of Chancay. A White House statement released on 15 November 2024 — just a day after the port's inauguration — said the equipment "will ensure cargo moving through the port does not pose a safety threat to Peru."

As well as defence and security initiatives, Washington also affirmed its support for a number of other port projects in Peru, such as Matarani. In October, Peru's National Port Authority approved the master plan for the Port of Matarani, an expansion proposal that includes new US private sector investments worth more than US\$500m, the White House said. The goal is to enable continued

growth in the country's southern region as Latin America's main port for copper and a key port for agricultural exports — a potential rival for business from Chancay.

The US Army Corps of Engineers is also providing the Peruvian Navy with technical expertise and funding for construction at the Peruvian naval port at Callao — this may lead to a US\$1bn commitment, beginning in 2025, to construct a new port for the Peruvian Navy, the White House added.

Separately, the US port of Hueneme in California signed a 'sister port' relationship with the Peruvian port of Paíta to exchange best practices in safety, security and other areas. In 2026, the US celebrates 200 years of diplomatic relations with Peru.

US pushback may also have been a factor in Lima seeking to alter the terms of its deal with Cosco Shipping. This did not last long, however, with political pressure from Beijing — ahead of the Peruvian president's visit to China last year — halting attempts to rewrite the position.

Amid a backdrop of geopolitical rivalries, Peru is pitching another project, Corio, also in the south, which it hopes could attract US investment. The port is around 1,100 km south of Chancay and being nurtured by Kerix Jad, a consortium of hundreds of mines throughout Latin America, which signed a financial joint venture pact with UK-based Axiom Capital Partners in October. While it is still early days, the long-term objective is to create the largest Pacific Ocean deepwater port in South America, capable of hosting the world's biggest container ships.

“By launching two direct container shipping routes connecting Shanghai Port and Chancay Port, the transit time for cargo from Peru to China will be reduced to just 23 days



### Supply & demand

It means Chancay faces more readily quantifiable challenges, in terms of supply and demand, and competition from rival ports. Indeed, a key question would be whether local demand is sufficient to justify regular, at least weekly, direct calls by Ultra Large Container Ships (ULCS).

Current figures would err on the side of caution. While total Peruvian container port demand has increased greatly since 2018, by 14.8%, to reach 3.1m TEUs in 2023, this still represents annual growth of just 2.8%.

The greater Lima region, which dominates Peru's trade and economy, is currently served by the two container terminals of Callao, operated by APM Terminals and DP World — this accounts for 87% of national demand. Callao also has a limited transshipment role, reaching just 0.7m TEU in 2023. Only Paita port enjoys a significant and different local hinterland, primarily based on northern reefer commodities.

At Callao, the current capacity of APM Norte is 1.3m TEU, while DP World offers 2.7m TEU of capacity, for a combined total of 4m TEU, which affords space to accommodate anticipated market growth for some time to come.

The introduction of large-scale new capacity into a local port market is always disruptive. But if demand were to continue in or around the 2.8% trajectory, there is a clear danger the introduction of the first phase of Chancay will deliver overcapacity.

As well as monitoring demand forecasts, extensive new infrastructure will be required if Chancay is to significantly increase its relevance. It is certainly the case that without the provision of low-cost of capital input under the Chinese BRI the development of such massive new capacity would have been difficult to bank commercially, raising questions about its financial feasibility.

It is entirely possible demand increases at a faster rate, fuelling commercial interest in the port. With its rich reserves of copper, Peru will play a key role in global supply chains and projects that enable the transition to a green economy. Yet that does not immediately translate to high growth. BBVA Research, for example, forecasts similar economic growth of 2.7% in 2025.

According to Parsifal D'Sola, director of the Andrés Bello Foundation, a non-profit dedicated to analysis of Sino-Latin American relations, Chancay is not necessarily a “game changer” at the regional level, though clearly it represents a large-scale and significant project for Peru.

It also showcases Beijing's strong commitment to the Latin America region. Indeed, during the first 10 months of 2024, Chinese crane exports to the region increased by 47%, with Peru and Mexico the stand-out markets, and Shanghai Zhenhua Heavy Industries a dominant player, the Andrés Bello Foundation noted.

For now, Chancay may look like an example of the risk of out-of-scale port investment based, in part, on hope of the emergence of required conditions, or accelerated economic growth. But a willingness to play the long game is a strategic advantage that experienced players such as Cosco Shipping — and Beijing itself — are adept at and with a track record of success. Time will tell. ■

**Picture:** Crowds gather for the opening of Port of Chancay in Peru  
Photo: Shutterstock

# Tales of a tea clipper

Recounting the story of the *Cutty Sark*, one of the world's most famous ships, now celebrating 70 years since its final voyage to its Greenwich home

MARTIN CLARK

**I**n 2025, IAPH celebrates its 70th anniversary. But it is not the only one marking a 70th birthday. On 10 December 1954 the *Cutty Sark* — one of the world's most famous ships and the last surviving tea clipper and the fastest and greatest of her time — made its final voyage to its new home: a custom-built dry dock in the heart of Greenwich. The ship has been a beloved feature of the London skyline ever since.

Since then, more than 17 million visitors have stepped aboard the vessel, walked its decks and experienced a taste of life at sea. To mark the 70th anniversary of her arrival, a new display tells the story of how the ship came to the Royal Borough, which also houses the National Maritime Museum.

*Cutty Sark* was commissioned in the 1860s by ship owner John 'Jock' Willis and designed by Hercules Linton, a partner in the Scottish firm Scott & Linton. It is a composite ship, consisting of a wrought-iron framework onto which wooden planks were bolted, resulting in a strong vessel with greater space for carrying cargo compared to her entirely wooden counterparts.

Launched in 1869 from Dumbarton, *Cutty Sark* visited most major ports around the world. It began in the lucrative tea trade, and made eight successful journeys to China in pursuit of the precious cargo. Thanks to its clever design it was able to carry 600,000 kg of tea in a single journey – enough to make more than 200 million cups. By the end of the 1870s steamships had largely taken over the tea trade and from 1878 until 1883 *Cutty Sark* was forced instead to carry a variety of other cargo around the world, ranging from whiskey to gunpowder, and from coal to buffalo horns.

In 1883, John Willis decided to put *Cutty Sark* into the trade of bringing Australian wool to London. It was during this period that it

**Picture:** *Cutty Sark* on its final voyage to dock in Greenwich in 1954

All photos: National Maritime Museum, Greenwich, London







made its name as the fastest ship of its era, completing the voyage from Sydney to London in the record time of just 73 days under the command of Captain Richard Woodget.

Following a decline in profits, *Cutty Sark* was sold to the Portuguese firm J. Ferreira & Co. in 1895 and was renamed the Ferreira. It operated under the Portuguese flag until 1922, changing hands twice more during this time and taking the name Maria do Amparo. When the ship called into Falmouth, Cornwall for minor repairs during a voyage in 1922, it was spotted by retired sea captain, Wilfred Dowman, who recognised it as *Cutty Sark* and resolved to buy it for the nation. He succeeded in purchasing the vessel and restored it before putting it on display at Falmouth. It was the first historic ship to be opened as an attraction since Sir Francis Drake's Golden Hind at Deptford in the 1580s. In 1938,

*Cutty Sark* became a training ship for the Incorporated Thames Training College, moored alongside HMS Worcester at Greenhithe in London.

The *Cutty Sark* Preservation Society was formed in the 1950s by Frank Carr, director of the National Maritime Museum, with the support of HRH The Duke of Edinburgh. Then, on 10 December 1954, the ship was moved to a dry dock at Greenwich and restored to its appearance of 1872, becoming, as it remains today, a memorial to the great days of sail and to all those who served in the merchant service. It was opened to the public by Her Majesty Queen Elizabeth II on 25 June 1957.

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**Pictured:** Top left - Deck of *Cutty Sark* (1869) under Captain Woodget  
 Top left - *Cutty Sark* (1869) (William Lionel Wyllie)  
 Above - *Cutty Sark* (1869) (J.E. Cooper)



Between 1957 and 2003 more than 13 million visitors walked her decks, making the ship one of London's most successful tourist attractions. By the 1990s it was clear that the fabric of the ship was deteriorating and in 2006 it closed to the public for one of the most complex conservation projects ever undertaken on a historic ship. A fire in 2007 delayed the project but luckily much of the original fabric had already been moved offsite for conservation.

The project was completed in 2012 and *Cutty Sark* was reopened to the public by Her Majesty The Queen on 25 April. In a brilliant feat of engineering, the ship was raised 3.3 metres into the air, relieving the keel of the weight of the ship and preserving its unique shape. It means visitors can walk underneath the ship and view the elegant lines of its hull, revealing the innovative design which was the secret to its success — enabling it to reach

the record-breaking speed of 17.5 knots from Sydney to London.

The weather deck and rigging have also been painstakingly restored to their original specification, with 17.5 kilometres of rigging supporting the masts. Below deck, visitors can explore the ship's rich history, including its tea trading days told among the tea chests in the cargo hold.

As we move into 2025, generations to come can continue to engage with the ship and to explore its career and history, its Victorian maritime heritage, and historic connections to the rest of the world — all thanks to the work and dedication of so many people, over so many years. ■

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**Pictured:** *Cutty Sark* (1869) waiting in Sydney Harbour for the new season's wool

All photos: National Maritime Museum, Greenwich, London

## Welcome to new members

We are pleased to welcome as new members of the association:

### Associate members

#### Ortelius

- 🇧🇪 Belgium
- 📞 32487263169
- ✉ info@ortelius.app
- 🌐 <https://ortelius.app>
- 👤 Jafar Bedja, CTO

#### NatPower Marine

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- ✉ sue@imageline.co.uk
- 🌐 <https://natpowermarine.com>
- 👤 Nnenna Hemeson, Global Marketing & Growth Director

#### Escola Europea - Intermodal Transport

- 🇪🇸 Spain
- 📞 34 627426266
- ✉ director@escolaeuropea.eu
- 🌐 <https://escolaeuropea.eu>
- 👤 Eduard Rodés, Director

#### Mr. Mohammed Bello Koko

- 🇬🇧 U.K.
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- ✉ mbk.1801@yahoo.com

## Connect to listen and be heard: IAPH-Mercator Webinars & IAPH Harbor Cafés



### Members choose their World Ports Conference webinars

Following two global online IAPH Harbor Cafés which took place on 3 December ([youtube.com/watch?v=edsSOEsdj\\_E](https://www.youtube.com/watch?v=edsSOEsdj_E)) and 4 December ([youtube.com/watch?v=FY3YyrCIL78](https://www.youtube.com/watch?v=FY3YyrCIL78)) in which some 250 members joined from all time zones, we now have in place the key webinar topics prioritised by the attendees for this year. The Cafés were introduced by IAPH President Jens Meier (pictured).

Examples of best practices by ports were discussed about each of the six areas of interest of the World Ports Sustainability Program, after which attendees could vote online for the subject in each category that interested them the most. These World Ports Conference webinars, co-organised by IAPH and Mercator Media, will take place on the following dates and

times **below**, alternating time zones.

All IAPH members registered on the IAPH directory will receive Outlook invitations and are welcome to invite colleagues and non-members alike.

### New Regional IAPH Harbor Cafés to cater for local interests

Following a welcome Harbor Café online on 5 February, IAPH is planning a series of Regional Harbor Cafés which will involve the Regional Vice Presidents plus regular and associate members discussing topics relevant to their region. Coordinated by our IAPH colleagues, you can expect an invitation to attend at least one of these Harbor Cafés in 2025 - don't forget to have a tea, coffee or fresh drink alongside your laptop or device to join the conversation!

## IAPH-MERCATOR MEDIA WEBINARS



**FEBRUARY (21)**

10h00 CET/ 1800 Tokyo

Creating economic opportunities for both the port as well as the community - best practices

[iaphworldports.org](http://iaphworldports.org)



**MARCH (12)**

17h00 CET/0800 PST

Impact of geopolitical changes on ports - what does the new global landscape mean for trade?

[iaphworldports.org](http://iaphworldports.org)



**MAY (14)**

10h00 CEST/17h00 Tokyo

How to deal with port infrastructure adaptation challenges with both extremes: flooding and drought

[iaphworldports.org](http://iaphworldports.org)



**JULY**

17h00 CET

How can we expect AI to impact the port industry?

[iaphworldports.org](http://iaphworldports.org)



Recently appointed as the new vice chair of the IAPH Climate & Energy Committee, Fernanda Sossai is a key figure behind recent success in energy transition projects at Port of Açú in Brazil

# Q&A

**FERNANDA SOSSAI**  
Head of Port Development & ESG, Port of Açú

**Q: Can you describe your role and responsibilities at Port of Açú?**

**A:** As the head of port development at Port of Açú, I lead the sustainability agenda and areas encompassing strategic project management, environmental management and permitting, as well as community engagement. My primary responsibility is to help align the port's development with our sustainability strategy and other related commitments. This involves integrating environmental, social and governance (ESG) into our business plans, with the aim of generating a positive impact for both nature and people.

**Q: What are your priorities when it comes to ESG, sustainability, climate and energy?**

**A:** At Port of Açú, we are deeply committed to addressing the challenges and opportunities relating to ESG. Our current priorities focus on decarbonisation and climate adaptation, while also leveraging the new business opportunities presented by the energy transition. As the largest project in our region, we are committed to fostering social and economic development among local communities through initiatives such as workforce qualification and inclusion, support for vulnerable people, and projects to increase local population income generation. We have taken a leading role in projects that help promote coastal biodiversity conservation and water resilience, hosting relevant initiatives in areas such as reforestation, sustainable tourism and research and development. We are also proud to maintain our Reserva Caruara, the largest private natural reserve of restinga (a type of coastal forest) in Brazil, so protecting this is very important.

**Q: How have you been involved in the IAPH Sustainability Awards?**

**A:** In 2024, Port of Açú received the prestigious Infrastructure award for our Low-Carbon Hydrogen & Derivatives Hub project, which I had the privilege to lead. This project was instrumental in advancing our port's capabilities in the energy transition. I have also worked on other great projects in biodiversity conservation, crisis and emergency management and marine turtle conservation. Looking ahead, I am confident we will have more great projects to share. We are committed to continuing our role as leaders in sustainability and innovation.

**Q: Can you tell us more about the culture of innovation at Port of Açú?**

**A:** Innovation is key to our vision. Through our innovation ecosystem, Cais AçúLab, we are achieving results that both enhance port operations and benefit the community. Our ecosystem is expanding, improving our ability to address challenges and seize opportunities in a sustainable way. Safety remains a core priority, alongside digitalisation work to boost efficiency and sustainability. Ethics and integrity are also foundational to all our actions, guiding us to uphold transparency and responsibility in every decision we make. By embedding these principles into our strategy, we aim to create a legacy of positive impact, locally and globally..

**Q: What do you hope to bring to your new role as vice chair of the IAPH Climate & Energy (C&E) Committee?**

**A:** This is an exciting challenge and an opportunity to contribute on a global scale. The committee has a strong legacy of impactful contributions, supported by professionals from around the world. I hope to bring a Brazilian perspective, diversifying discussions and driving results in upcoming projects. The next few years promise to be intense, requiring active engagement from industry professionals. Therefore, I extend the invitation to take part to all who want to collaborate in our work. Together, we can work towards a more sustainable, inclusive and innovative port industry. ■



**AUGUST (25)**  
EST/0800 PST  
Investing in quantum computing  
and port cybersecurity?

worldports.org



**SEPTEMBER (3)**  
10h00 CEST/17h00 Tokyo  
Upcoming crucial IMO MEPC decisions  
in 2025 - how they will impact ports.

iaphworldports.org



**OCTOBER (7-9)**  
IAPH 2025 World Ports Conference  
World Ports Conference and IAPH Board  
and Council meetings in Kobe, Japan

worldportsconference.com



**DECEMBER (3)**  
1700 CET/0800 PST  
Investing in port decarbonisation  
infrastructure - managing risk.

iaphworldports.org



## The dawn of IAPH

This year's World Ports Conference in Kobe marks 70 years since the founding of IAPH. In the first in a series of articles to mark this historic year, *P&H* looks at how the association was formed

**T**his year marks the seventieth year of the IAPH, an historic milestone that will be celebrated at the World Ports Conference in Kobe, Japan in October. As we countdown to #IAPH2024, *P&H* will publish a series of articles covering the fascinating history of the association. But this story begins not in 1955 but several years earlier. This is because the IAPH World Ports Conference (as it is now known) is older than the association itself.

In the autumn of 1951, Gaku Matsumoto (pictured right) approached the mayor of Kobe with the idea of fulfilling a goal that he'd cherished since founding the Ports and Harbours Association of Japan three decades earlier: he wanted Japan to host the world's first ever international port conference. Expressions of interest were sought from the American Association of Port Authorities in Washington, and from the Los Angeles Chamber of Commerce, and the challenging work of budgeting for the event began. Invites were dispatched to those countries with regular shipping routes to Japan; embassies were contacted to invite wider participation.

Ultimately, six countries from Asia and



fifteen representatives from various ports in the United States joined observers from sixteen other countries at the event (seen above), held in 1952. It became clear that East Asian delegates were in favour of creating a new international association and that delegates from Los Angeles would be open to hosting a second conference.

On the morning of 9 October, in the lobby of the Oriental Hotel, Japanese and American participants discussed a motion containing three proposals: to create a new, permanent international association for ports around the world; with a permanent organisation,

entrusted to the Ports and Harbours Association of Japan; and with a second port conference to be held in Los Angeles. These three resolutions were passed unanimously. The International Association of Ports and Harbours and the World Ports Conference would soon become a reality.

### The founding of IAPH

A second conference was held in Los Angeles, with the intention of establishing a permanent association. Postponed until November 1955 to ensure maximum attendance, the Second International Port & Harbor Conference is remembered as the founding meeting of IAPH. The decision to establish the new association may have been clearly supported, but the question of who would lead it was yet to be resolved.

Despite strong encouragement from US representatives, Gaku Matsumoto declined to become the first IAPH president, reasoning that Japan should not dominate the association. A selection committee, composed of members from Asia, Europe, and America, appointed Bennett J. Roberts (Canada) as president, John Iwar Dahlin (Sweden) as first vice president, and Ching-wen Chen (China) as second vice president. Fourteen directors were elected, and a board meeting was held, during which it was decided that the central secretariat would be located in Tokyo.

Gaku Matsumoto was appointed as the first secretary-general. When reviewing the goals of the organisation for



delegates, he affirmed that 'ports should exist ever for cooperation and not for competition'. The 1955 conference is also remembered for a group photograph taken at the Roosevelt Hotel in Los Angeles (seen above). This iconic image of international port professionals continues to serve as a reminder of the association's legacy and its trans-pacific founding.

#### **The birth of containerisation**

The founding of IAPH in Los Angeles in 1955 saw the adoption of a constitution stipulating that the association's World Ports Conference take place every three years. Yet, confusingly the next edition of the conference - held in Mexico - is remembered as the *Second Triennial Conference...* in 1959. This is because economic difficulties in the original host nation meant that the conference had to be delayed by a year while a new site was selected. Also, while this was the third conference overall, it was the second within the association's envisaged triennial cycle.

Held in Mexico City in June, the 1959 conference was opened by the country's president, Adolfo López Mateos, and attended by 191 participants from 13 countries, including new additions such as France and Australia. Although containerisation was still in its infancy, the conference was a milestone in

recognizing its significance for global ports. The topic was addressed via the newly formed Committee on Port Administration and Utilization (the other key committee was focused on Commerce and International Relations) and via many of the 22 papers presented at the event. A proposal for honorary membership was passed and an executive committee was established to handle association matters between conferences. Despite some unexpected delays, IAPH was making small but significant changes that brought it closer to the organisation we know today.

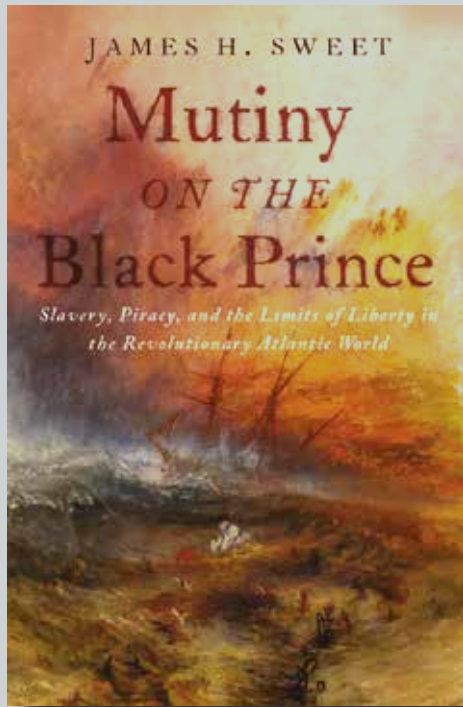
#### **An inspirational message from JFK**

The 1963 edition of IAPH's International Ports Conference, held in New Orleans, opened with a message from the American President, John F. Kennedy. "We welcome to our shores this group representing ports of the free world," the president wrote. "Your efforts in the promotion of world trade make an important contribution to the improvement of living standards everywhere and to mankind's goal of world peace. Best wishes for a successful gathering, John Kennedy."

Held May 1-4, this edition of the conference was, as JFK had hoped, a success. New Orleans has stepped in following a one-year delay caused by the

withdrawal of two candidate host cities. Nevertheless the event attracted 138 participants from 13 countries, including new attendees from Belgium, Colombia, Israel and the United Kingdom, and it benefited from collaborations with the concurrent Mississippi Valley World Trade Conference. The conference also marked a period of astute organisational refinement for IAPH. Proceedings included the creation of a tri-regional system, comprising the Americas, Europe (including Africa and the Mediterranean) and Asia (including Oceania and the Persian Gulf).

A decision was finalised that the interval between conferences would reduce from three to two years, setting in motion a biannual event schedule that continued uninterrupted for more than half a century. These key changes built on efforts towards organisational enhancement that had been underway since the 1959 Mexico edition of the conference, including the decision to have the Executive Committee meet separately to the conference to discuss the business of the Association and the creation of the Standing Committees (the precursors to today's Technical Committees). A venue change had again delayed the IAPH conference by a year, but nonetheless the association's upward progress remained inexorable. ■



### BOOK AUTHOR

**JAMES H. SWEET** is the Vilas-Jartz distinguished professor of history at the University of Wisconsin-Madison. He is a prize-winning author and a past president of the American Historical Association.

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# THE REVIEW

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## Mutiny On The Black Prince

Slavery, Piracy And The Limits Of Liberty In The Revolutionary Atlantic World

MARTIN CLARK



**T**his is the extraordinary tale of a mutiny on board an eighteenth-century British slave ship and how its owners subsequently rallied the power of the British Crown to protect their interests and investments and to expand their wealth.

In the book, author and acclaimed academic, James H. Sweet reconstructs the story of the 'Black Prince', which set sail from the port of Bristol in 1768. Before reaching Old Calabar in West Africa, the crew mutinied, murdering the captain as well as his officers.

Renaming the ship 'Liberty' and with new officers elected, the mutineers set a course for Brazil, but by the time the ship arrived there, they had fractured into a violent mob. When the vessel eventually wrecked off the coast of Hispaniola, the rebels fled to outposts around the Atlantic world. After the

wrecked vessel was discovered in April 1769, an eight-year manhunt ensued to track down those responsible.

The author not only recounts the events on board the vessel, and subsequent efforts to capture the rebels, but also provides an insight into the way British slavery shaped the industrialising economy of the Atlantic and the evolution of the modern corporate state.

As well as charting the crew's piracy, the book explores the merchant-owners' response to the uprising in an indictment of the political economy of the time. At the very moment the American Revolution unfolded in North America, the Black Prince's owners conducted a 'shadow' revolution, mobilising the power of the British Crown to seek justice and restitution.

It was a racial-capitalist machine that

stymied democratic hopes while enabling corporate monopolies to seize powers of the state to govern the world in their own interests. The book is a must-read for anyone who wants to understand how the trans-Atlantic slave trade operated and its significance in shaping global capitalism.

Fully indexed, with an extensive bibliography and pages of footnotes, the book showcases the work of a true historian. Sweet is also the prize-winning author of *Recreating Africa: Culture, Kinship and Religion in the African-Portuguese World, 1441-1770*.

Described as 'vivid' and 'compelling' by academic experts, the author's extensive research brings a mostly-forgotten tale to life to shed light on the horror of the Atlantic slave trade and connect the wrongs of the past with the inequities of the present. ■

# PORT STRATEGY

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## SAVE THE DATE

As the Association celebrates its seventieth anniversary, IAPH looks forward to welcoming you to Japan and the city of Kobe, where its roots can be found. Following the symbolic idea of establishing world peace through world trade, and world trade through world ports, this 70th annual meeting at the #IAPH2025 World Ports Conference will reunite global port leaders with their counterparts from policy makers, financial institutions, ship and cargo owners, and service providers, delivering a forum for networking, knowledge sharing and debate.

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