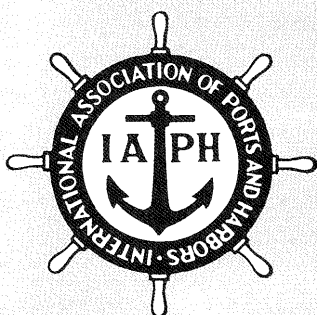


Ports & Harbors

March 1988
Vol. 33, No. 2



The Publisher
**The International
Association of
Ports and Harbors**

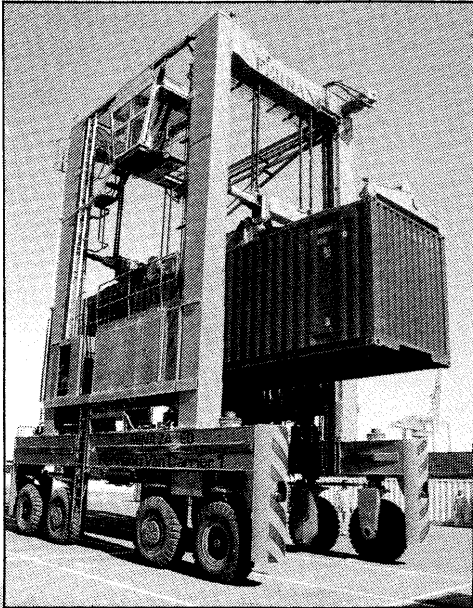
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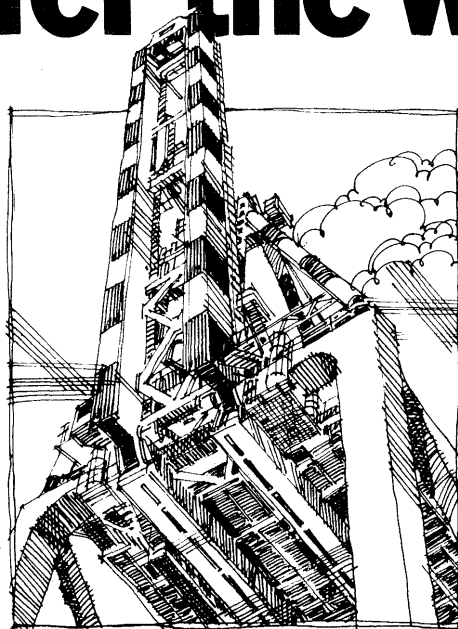
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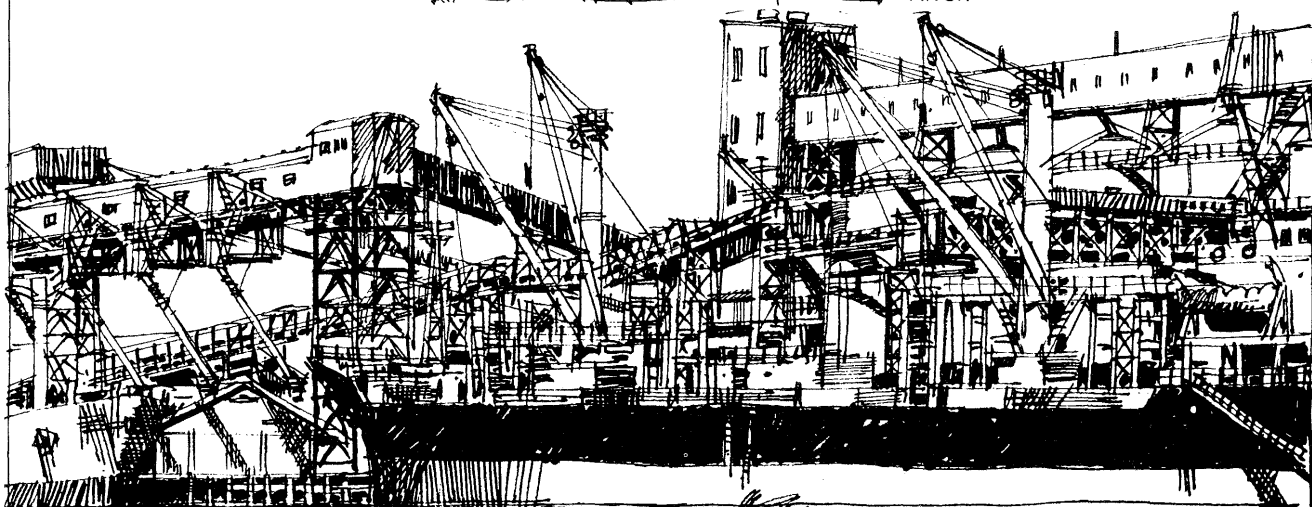
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• fertilizers • chemicals
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• vegetable oils • fats
• beverages • non-ferrous
metals • hides • skins
• cement • gypsum
• paper • wood • transport
equipment • iron • steel
• machinery • fruit
• sugar • vegetables
... just to mention a few
of the trade items!



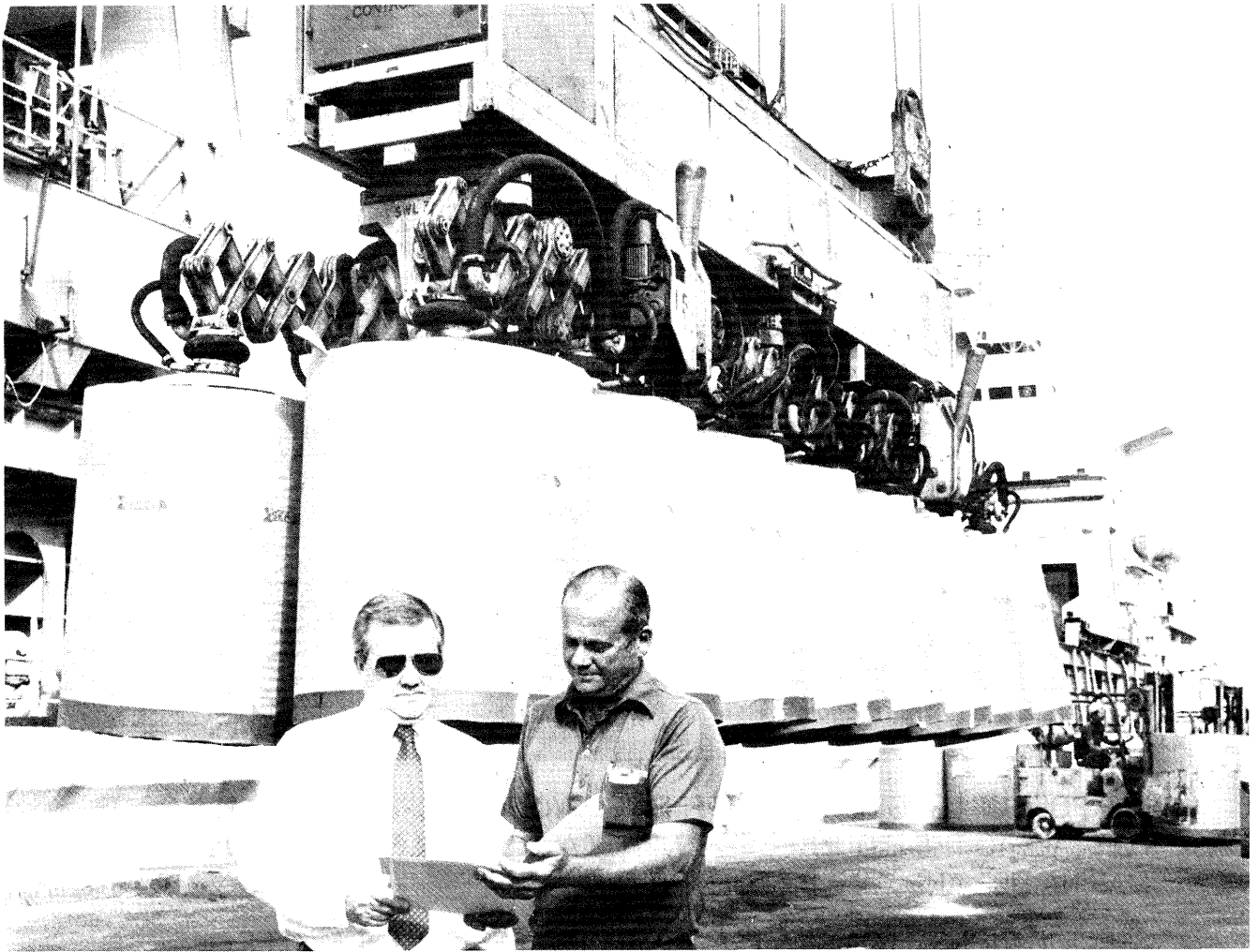
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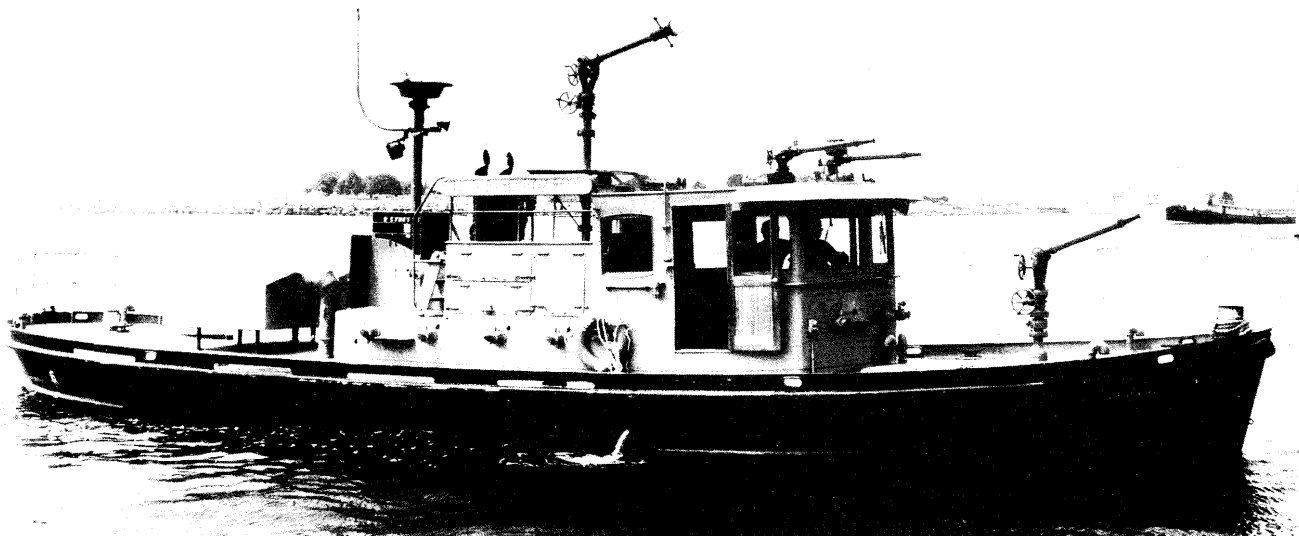
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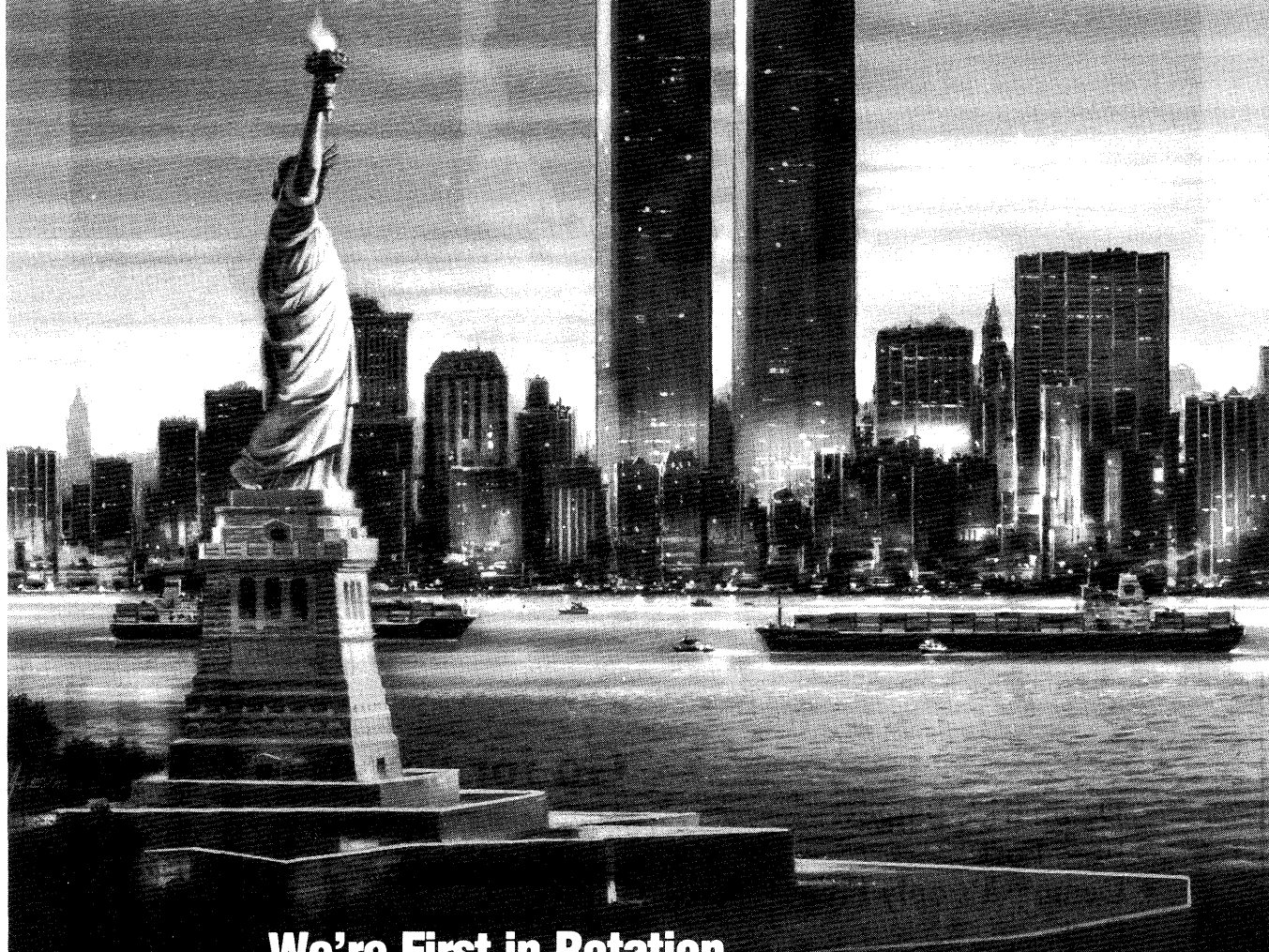
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Long Beach, CA 90803
Tel: (213) 594-9716
Attention Don Ward



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Director of Port Finance
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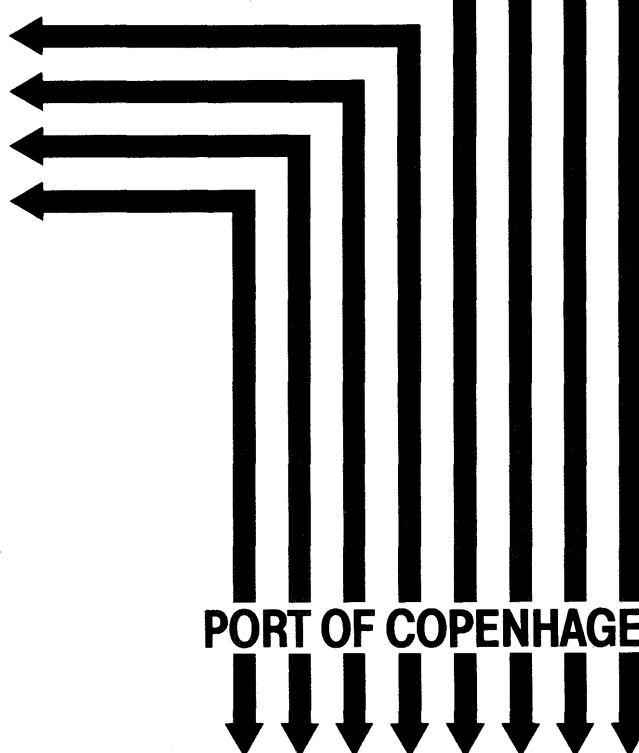


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PORT OF COPENHAGEN

IAPH ANNOUNCEMENTS AND NEWS

A Message of Fraternity and Hope

By Mr. Jean-Michel Moulod, Director General, Port of Abidjan

I am particularly happy to have the opportunity through this journal not only to offer you our traditional welcome but also to extend through you a friendly message to the whole international port community.

I would like first of all to extend all my thanks to the IAPH Executive Committee and all the members who, by entrusting us with the organization of the coming EXCO meeting, have given us the evidence of their friendship and their confidence in us.

The Abidjan meeting is also and above all a token of esteem offered to the Ivorian people and particularly to their venerated Head of State, President Félix Houphouët-Boigny who is committed to a policy of wisdom, true democracy, peace, economic liberalism and openness to all positive external contributions, provided our counterparts are respectful of our identity, dignity and our fundamental freedom of action.

As the General Manager of the Abidjan Port Authority, one of the largest ports on the West African Coast, and also as the President of the Port Management Association of West and Central Africa (PMAWCA) whose membership is made up of all the ports of the West African Coast from Mauritania to Angola, I remain convinced that the holding in Africa of important conferences like the IAPH EXCO meeting undeniably strengthens the links among the ports in our region and points the way to development through cooperation, which is highly beneficial to us developing countries. In more general terms, too, these conferences foster contacts, and thus understanding and fraternity between nations.

In my capacity with the Abidjan Port Authority and as host of the EXCO meeting, I would like to wish you,

on behalf of all the preparation committee and on my own behalf, a warm and cordial welcome to African soil and particularly to the Côte d'Ivoire.

Be assured that we will do our utmost to make your stay as pleasant and fruitful as possible so that this meeting will be a complete success.

I hope the EXCO meeting will be an occasion of fruitful consultations between IAPH and PMAWCA, and between port managers in the sub region and their counterparts from other continents. May it also give IAPH the chance to evaluate our ports in order to give rise to technical cooperation in the well understood interest of all.

In this period where the international economic crisis is plaguing our young states and as such depriving them of a good portion of their financial resources, and while maritime transport is undergoing unprecedented changes requiring of us considerable investment and adaptation efforts, I would like this gathering to help our partners in the developed countries appreciate more the specific character of our development problems. This I hope will be achieved through their granting our young states greater consideration in their discussions.

In short, it is a message of hope and pure solidarity that I am extending to all port officials the world over in order that IAPH may further build upon its vital international role in a more just and fraternal world.



Mr. Moulod

Mid-term Abidjan Meetings Drawing Near

The preparations for the mid-term meetings of the Executive Committee and the Internal and Technical Committees to be held in Abidjan, Côte d'Ivoire, are being undertaken by our host at the Port of Abidjan with the generous cooperation of our friends at the Port of Le Havre Authority headed by Mr. Jean Smagghe, Director General, who is serving as the Coordinator for the meetings.

Mr. J.M. Moulod, Director General of the Port of Abidjan, has sent us his welcoming message, which he wishes to be disseminated to all IAPH members through this journal. We sincerely hope that as many delegates as possible will be able to respond to our host's enthusiasm by participating

in the Abidjan meetings. In this connection the registration procedures should be completed as soon as possible.

To save time, we recommend that all future communications from the participants in connection with hotel and tour reservations should be addressed directly to Mr. Tiapani, Secretary General of the Preparation Committee, Port of Abidjan, on the basis of the following schedule and charges.

1. Revised Program (as of February 1988)

Sunday, April 24

08:00-18:00 Pre-Conference Tour

Monday, April 25

14:00-17:00 Open to any committee meetings

Tuesday, April 26

09:00-12:00 PACOM
COPSEC (Sub-Committees)
14:00-17:00 COPSEC (Sub-Committees)
CIPD
Constitution & By-Laws

Wednesday, April 27

09:00-12:00 Membership
COPSEC (Whole committee)
14:00-16:00 COPSEC (Whole committee meeting,
if needed)
CLPPI
16:30 Official Opening Ceremony
18:30 Welcome Cocktail Party hosted
by Abidjan Port

Thursday, April 28

09:00-12:00 EXCO
Luncheon hosted by Abidjan Port
14:00-17:00 EXCO
18:30 IAPH Reception

Friday, April 29

09:00-11:00 EXCO
11:00 Official Closing Ceremony
12:00 Luncheon hosted by Abidjan Port
15:00-17:00 Visit to Abidjan Port
20:30 Farewell Dinner hosted by Abidjan
Port

Saturday, April 30

08:30 Departure for Post-Conference Tour

Sunday, May 1

18:30 Return to Abidjan from Tour

Notes:

COPSEC — Port Safety, Environment and Construction
(Chairman: J. Dubois)

PACOM — Public Affairs (Chairman: R.N. Hayes)

CLPPI — Legal Protection of Port Interests (Chairman:
Paul Valls)

CIPD — International Port Development (Chairman: C

Membership Campaign Makes Fair Headway

Rostock, Port of Ponce, Port Rashid, Barcelona and Kashima Become Regular Members

Following the announcement of the three newly joined Regular Members — the Port of Rostock (G.D.R.), the Port of Ponce (Puerto Rico) and Port Rashid Authority (U.A.E.) — in the previous issue, we have pleasure in announcing that the Port of Barcelona in Spain and the Port of Kashima (Ibaraki Prefecture) in Japan have now been enrolled as Regular Members, as reported in the "Membership Notes" column of this issue.

We are particularly pleased to introduce the letter from Mr. José Munné Costa, President of the Port of Barcelona, which was enclosed with a greeting card addressed to the Secretary General, as we believe that IAPH members will be most encouraged to learn about the important role to be played by the Port of Barcelona in connection with the

(Continued on Page 9, Col. 1)

Bert Kruk)

Constitution and By-Laws (Chairman: J.H. McJunkin)

Membership (Chairman: John Mather)

Finance (Chairman: Robert Steiner)

EXCO — Executive Committee (Chairman: Wong Hung
Khim, IAPH President)

Any committee meetings other than those already scheduled can be arranged at the request of the chairmen concerned.

2. Hotel Reservation:

Hotel Ivoire Inter-Continental
Boulevard de la Corniche, 08 B.P.I.
Abidjan 08, Cote d'Ivoire
Telephone: 225 44.10.45
Telex: 23555
Cable: INHOTELCOR ABIDJAN
Fax: 44 00 50

1) Charge per night

Main Building: Single — CFAF 23,000 (FF 460)
Double — CFAF 24,000 (FF 480)
Tower Block: Single or Double — CFAF 30,000 (FF
600)

2) Amount of Deposit

Depending upon the type of room of your choice, you are requested to remit the appropriate room charge for one night in French francs to the bank account given below, as a deposit.

Hotel assignment will be made on a first-come, first-served basis. Hotel reservations can be guaranteed only upon receipt of the deposit.

3. Pre-/Post-Conference Tours**1) Pre-Conference Excursion on Sunday, April 24 (one-day tour)**

To a lakeside village, crossing of the lagoon, visit to the Chimpanzees Island and the Kossou Lake, lunch on the beach and return to the hotel in the evening.

Fare: CFAF 25,000 (FF 500) per person

2) 24-Hour Post-Conference Excursion, April 30 to May 1**Day One: Saturday, April 30**

Visit to Yamoussokro city, coffee, cocoa, pineapple, hevea and palm tree plantation. Visit to the Cayman's Lake, night at the hotel "Le President".

Day Two: Sunday, May 1

Visit to a hydroelectric dam followed by a show of folk dances performed by village people. Return to the "Hotel Ivoire" Sunday evening.

Fares: CFAF 65,000 (FF 1,310) per person

CFAF 111,000 (FF 2,200) for the couple

3) Tour Reservations and Deposit

To make your reservations for the above tours, advance payment of the full amount involved will also be required as a deposit by way of bank transfer as in the case of hotel reservations.

4. Reservation and Payment of Deposit

Each participant is requested to forward the advance payment required both for the hotel and the excursion tours to the following bank account payable to:

Port Autonome d'Abidjan
BP V-85, Abidjan, Cote d'Ivoire
Telex: DG PAA 22778 CI Tel.: 32 01 66/33 14 24
Bank Account No. 36 296 000 W
BIAO (Banque Internationale d'Afrique Ouest)
Vridi, Abidjan

(Continued from Page 8, Col. 1)

17th Conference of IAPH scheduled for 1991 in Spain.

In the meantime, a membership campaign letter containing the Presidential message signed by Mr. John Mather, Chairman of the Membership Committee, and Mr. Hiroshi Kusaka, Secretary General, has recently been sent out to some 120 non-member ports from the Tokyo Head Office. One of the focuses in this year's campaign efforts for the Association, as was agreed upon at the last Conference, is to increase the membership from both African and Latin American ports as these regions are somewhat under-represented in IAPH. In this connection, Chairman Mather comments that there is good reason for us to expect that the mid-term meetings in Abidjan in April this year, and both the Miami Conference in 1989 and the 1991 Conference in Spain, will provide IAPH with excellent opportunities to promote our activities among the people in these regions.

We sincerely hope that we will be able to introduce many new members in future issues of the journal as a result of our continuing efforts. Chairman John Mather firmly believes that there is no substitute for personal contact in recruiting new members for IAPH, and renews the appeal to all members of the Association to give their support to the on-going membership campaign efforts.

The Letter from Barcelona dated 16 December 1987

I address this letter to you to inform you that the Autonomous Port of Barcelona has taken the decision to apply for membership in this organization, in order to

José Munné Costa
Presidente
Puerto Autonómo
de Barcelona



contribute to the aims of cooperation and exchange that this international association encourages and promotes.

With our experience and our efforts, we wish to contribute to the activities you have been developing so suc-

cessfully, thus helping significantly towards setting up an international community of ports.

Furthermore, I would like to let you know that the Port of Barcelona has the intention to assume, together with other Spanish ports, the tasks that could be conferred on it in the framework of the 17th Conference of IAPH to be held in Spain in 1991.

I look forward to collaborating closely with you in the near future, and in the meantime, please accept my most sincere regards.

José Munné Costa, Presidente
Puerto Autonómo de Barcelona

Mr. Lunetta Decorated

The Tokyo Head Office was pleased to receive from the Port of Miami the following news of Mr. Carmen Lunetta, the host for the forthcoming IAPH Conference to be held in Miami in April 1989.

Miami, FL — Port of Miami Director Carmen J. Lunetta was recently awarded the prestigious Royal Norwegian Order of Merit, Knight's First Class. Lunetta is the first Floridan to receive the honor.

The award, conferred by King Olav of Norway, recognizes Lunetta's efforts in promoting Norwegian interests in the cruise and cargo shipping industries. On hand to offer congratulations, as shown in the photograph, were (L to R): Mrs. Janet Lunetta; Bjarne Grindem, Consul General of Norway; Mr. Carmen J. Lunetta, and Mrs. Elsa Grindem.



Report on the 13th Council Meeting of the Port Management Association of West and Central Africa

Cotonou, Benin, 4 — 10 December 1987

By C.B. Kruk

Director, TEMPO, Port of Rotterdam
Chairman of the Committee on Int'l Port Development

Summary and Conclusions

As the Official Representative of the IAPH, but also

in my capacity as Chairman of the Committee on International Port Development (CIPD) of IAPH, the President

(Continued on Page 10)



and the Secretary General of the Port Management Association of West and Central Africa (PMAWCA) invited me to attend the 13th Council Meeting of the PMAWCA, which was held from 4 to 10 December 1987 in Cotonou, Benin.

I gladly accepted this invitation because many of the activities of the PMAWCA coincide with the work of the CIPD. Moreover, I was given the possibility to introduce IAPH and the work of the CIPD during the Plenary Session. In particular, I was able to present the various schemes of the CIPD with emphasis on the recently launched Regional Ports Co-operation and the 57+ schemes. My attendance at this Council Meeting also coincided with a letter I recently sent around to the ten Regional Ports Associations in the world, introducing IAPH, the CIPD and the Regional Port Co-operation Scheme.

Through my presentation and through personal discussions with many Delegates I was able to explain and discuss many items concerning the work of the IAPH. The importance of the Mid-Term Meeting of the IAPH to be held in Abidjan in April was pointed out to the Delegates. This point was also raised in the Goodwill Message by the Secretary General, Mr. H. Kusaka, which I read out at the Official Opening Session of the Meeting. (See Annex 1.)

In addition, on the occasion of the Official Closing of the Council Meeting a Vote of Thanks was passed paying tribute to the IAPH for their contribution to the Council Meeting. (See Annex 2.)

Several Delegates indicated their wish to obtain information on IAPH Membership. The appropriate action (contact with the IAPH Head Office) has meanwhile been taken.

My stay in Benin was fruitful for the work of IAPH in general and of the CIPD in particular. It has also given me a number of ideas and impressions which are useful for the preparation of the Abidjan Meeting and for the future work of the CIPD.

The Port Management Association of West and Central Africa

The PMAWCA is an intergovernmental sub-regional economic grouping created in 1972 by the United Nations Economic Commission for Africa (ECA). From a membership of 9 at its inception, the Association now has 17 regular and 8 associate members located within the area bounded by Mauritania and Angola.

The members are:

Angola (Luanda)	Benin (Cotonou)
Cameroun (ONPC)	Congo (Pointe Noire)
Côte d'Ivoire (Abidjan)	Gabon (OPRAG)
Gambia (Banjul)	Ghana (GPHA)
Guinea (Conakry)	Equatorial Guinea
Liberia (NPA)	Mauritania (EMM)
Nigeria (NPA)	Senegal (Dakar)
Sierra Leone (SPAL)	Togo (Lome)
Zaire (ONATRA)	

Associate members are:

ATC Brazzaville
Port Autonome de Nouadhibou (Mauritania)
Nigerian Cargo Handling
OBEMAP (Benin)
Regie des Voies Fluviales (Zaire)
Regie des Voies Maritimes (Zaire)
Port Autonome de San Pedro (Ivory Coast)

Socomac (Cameroun)

Of this list only the Port Autonome de Cotonou, the Office National des Ports de Cameroun, the Port Autonome d'Abidjan, the Ghana Ports and Harbours Authority, the National Port Authority of Liberia, the Nigerian Ports Authority, the PMAWCA and the Office National des Transports de Zaire are members of IAPH.

Through my presentation, supported by an appeal of the president of the PMAWCA, Mr. Jean-Michel Moulod, I sincerely hope that the IAPH membership among the PMAWCA members is going to increase in the near future. In fact, several PMAWCA members approached me with a request for more information.

The PMAWCA is primarily concerned with the improvement and modernization of port operations and to this end it has undertaken a number of activities to promote regional co-operation among member ports. Such activities include, among others, the introduction of a uniform system of port statistics and performance indicators, a study on combined dredging operations, harmonization of Aids to Navigation, Port Documentation Facilitation, Port Equipment Maintenance, Personnel Training, Pollution and Maritime Safety and the Harmonization of Tariffs.

Summarized Programme

Thursday, 3 December

Arrival of Delegates

Friday, 4 December

- Registration
- Opening remarks
- Designation of Technical Committee Members
 - *Finance and Development Committee
 - *Permanent Committee on Training and Staff Rules and Regulations
 - *Permanent Committee on Dredging, Aids to Navigation, Pollution and Maritime Safety
 - *Permanent Committee on Port Tariff and Analytical Accounting
 - *Port Documentation "FAL (facilitation) CONVENTION" and Computerisation Committee
 - *Motions and Resolutions Committee
 - *Ad Hoc Committee on the Revision of the Association's Constitution and Rules of Procedure
- Committee in Session

Saturday, 5 December

— Committees in Session

Sunday, 6 December

- Committees in Session and report preparation
- Free day

Monday, 7 December

- Plenary Session
- Welcome address by the Honorable Minister of Equipment and Transport and other Government Members
- Welcome address by the General Manager, Cotonou Port Authority
- Speech by the President of the PMAWCA
- Goodwill messages
- Official opening speech by the Honorable Minister of Equipment and Transport
- Opening remarks by the President of the PMAWCA
- Presentations of Activity Report by the Secretary General of the PMAWCA and of the Technical Committee Reports

Tuesday, 8 December

- Plenary Session
- Presentation, discussion and adoption of the Reports of the various Committees

Wednesday, 9 December

- Presentation of papers by Representatives of International Organisations
- End of Plenary Session
- Presentation of Final Report by the Secretary General of the PMAWCA
- Presentation of the Motions and Resolutions
- Closing speech by the President of the PMAWCA
- Official Closing Ceremony by the Honorable Minister of Equipment and Transport

Thursday, 10 December

- Visit to the Port of Cotonou
- Post-Conference Tour

Note 1

Goodwill Messages were read by Representatives of:

- | | |
|--------|---|
| NCWCS | — Ministerial Conference of West and Central African States on Maritime Transport |
| IMO | — International Maritime Organisation |
| UNCTAD | — United Nations Conference on Trade and Development |
| ILO | — International Labour Organisation |
| IALA | — International Association of Lighthouse Authorities |
| ICHCA | — International Cargo Handling Co-ordination Association |
| ECA | — Economic Commission for Africa |
| IAPH | — International Association of Ports and Harbors |
| ECOWAS | — Economic Commission for West African States |
| USAC | — African Shipowners Council |

Note 2

Papers were presented by Representatives of:

- | | |
|--------|--|
| ECA | — Economic Commission for Africa |
| IMO | — International Maritime Organisation |
| UNCTAD | — United Nations Conference on Trade and Development |
| ILO | — International Labour Organisation |
| IAPH | — International Association of Ports and Harbors |

Committee on Training and Staff Regulations

This Committee reviewed the various training projects presently in preparation or in progress. Examples:

- Proposed Training Programme on Industrial Port Maintenance
- Seminar on Maritime Pollution and Marine Safety
- Seminars on the FAL Convention
- Project for the Creation of a Pilot Training Center for Port Equipment Maintenance Crew in Cotonou
- Training Centre for Port Technicians in Banjul
- Training Centre for Aids to Navigation Personnel

During the deliberations (Friday 4 and Saturday 5 December) various European Ports and Training Institutions as well as International Organisations attended the meetings as observers.

During these sessions I was able to present the various CIPD schemes as well as the possibilities of obtaining IAPH Bursaries and the possibility that courses can be published in the Journal through my assistance.

Organisation and Vote of Thanks

The Council Meeting was excellently prepared and organized by the Secretary General of the PMAWCA and his staff, the Port Authority of Cotonou, and the Organisation Beninois de Manutention Portuaire.

In this respect I would like to express, on behalf of the IAPH, my sincere gratitude for the personal assistance offered to me during my stay in Benin and for the hospitality and friendship encountered.

Finally, I would like to congratulate the organizers on the success of the Meeting.

(Annex 1.)**Goodwill message from Mr. Hiroshi Kusaka, IAPH Secretary General to the 13th Council Meeting of PMAWCA in Cotonou, Benin**

As the Secretary General of the International Association of Ports and Harbors I feel extremely privileged and honored to express, on behalf of all the members of our Association, our warm congratulations to you on the occasion of the 13th Council Meeting of your Association.

First of all, I would like to express our sincere thanks and appreciation to President Moulod and Secretary General Njie of your Association for their valuable contributions afforded to the success of our Conference recently held in Seoul, Korea. We were especially impressed with your presentation on the port management scene in Western and Central Africa made at the Working Session on the theme of "International Port Cooperation", led by Mr. C.B. Kruk, Chairman of the IAPH Committee on International Port Development.

As you might have witnessed from the discussions which took place in the various sessions throughout our Conference, IAPH is determined to pursue effective ways of stimulating and building on regional cooperation. In this context, I would like to express my deepest respect for the achievements your Association has made in the enhancement of the efficiency of port management and the strengthening of solidarity among ports in your region. It is our sincere wish that our two organizations will be able to continue working closely together in order to help contribute to the furtherance of international cooperation.

Moreover, we highly value the kind invitation made by Mr. Moulod to hold next year's meetings of the Executive and other Committees of our Association at his port in Abidjan, the Ivory Coast - a nation which is already well-known to IAPH members as it was Mr. Lamine Fadika, its Marine Minister, who took part as the keynote speaker on the theme of "Ports looking into the 21st Century" for our Conference in Seoul.

We do no doubt that the coming meetings of our Association in your region next April will enable us to deepen our understanding of the current situation concerning ports there and that we will be able to find some realistic ways to act for an increased level of international cooperation.

Finally, let me wish the Council Meeting in Cotonou every success. I look forward to meeting you and other members of your Association at the Abidjan meeting of IAPH.

(Annex 2.)

COTONOU - BENIN
FROM 4TH TO 10TH DECEMBER 1987
VOTE OF THANKS TO THE INTERNATIONAL

ASSOCIATION OF
PORTS AND HARBORS (IAPH)

The Council of the Port Management Association of West and Central Africa (PMAWCA), meeting at Cotonou, People's Republic of Benin, from 4th to 10th December 1987,

Considering the special interest shown by the International Association of Ports and Harbors (IAPH) in member ports of Port Management Association of West and Central Africa (PMAWCA) as demonstrated by their choice of Abidjan (Côte d'Ivoire) to host the next Executive Council Meeting in April, 1988.

Wishes to express its appreciation and thanks for the goodwill message sent on the occasion of the 13th Council Meeting.

Done at Cotonou
this 10th day of December 1987

IMO Reports

By A.J. Smith

IAPH European Representative
London

Assembly — 15th Session

The 15th Session of IMO's Assembly was held in London from 9 to 20 November 1987 under the chairmanship of Mr E A Chaundhury (Bangladesh). Present were delegations from 117 Member States plus 1 Associate Member; 3 non-member States by invitation; 6 UN and Specialised Agencies; 9 Inter-governmental organisations; and 22 non-governmental organisations including IAPH.

The Assembly, of course, is the body to and from which all IMO activity is channelled. Reports are therefore received from the principal IMO Committees including the Maritime Safety Committee (MSC), the Marine Environment Protection Committee (MEPC), the Legal Committee, the Technical Cooperation Committee and the Facilitation Committee. IAPH members will already have been informed of relevant port-related matters arising from these reports in regular reports of meetings held during the past biennium.

In their reports to the Assembly, however, the Committee also submit recommendations for adoption as IMO Resolutions. These, totalling 40, are listed as an Annex to this report. The attention of IAPH members is drawn, in particular, to those which are of significant interest in a port context. As follows:

A.596(15), A.597(15), A.598(15), A.600(15), A.601(15), A.608(15), A.615(15), A.625(15), A.626(15), A.628(15), A.631(15), A.633(15), A.635(15)

The IAPH Secretariat will be pleased to provide members with the detail of these Regulations on request.

In his report to the Assembly on IMO activity during the past biennium, the Secretary-General, Mr C P Srivastava, referred to the significant progress made in all aspects of IMO programmes and activities.

Since November 1981, there had been as many as 535 acceptances of various Conventions and Protocols and their

amendments from the 131 Member States. Some 23 out of 28 viable Conventions and Protocols are now in force.

In the field of maritime safety, MSC and its 10 Sub-Committees had progressed preparatory work for the Conference on Maritime Safety to be held in November 1988 for the harmonisation of survey and certification requirements and the introduction of the Global Maritime Distress and Safety System. MSC had also prepared and issued MSC Circular 433 giving guidance on measures to prevent unlawful acts against passengers and crews on board ships, as requested by Resolution A584(14).

In the field of marine environment protection, the implementation of MARPOL 73/78 has featured prominently, with the regulatory approach to control of pollution by oil and noxious substances being given particular attention.

IMO has also continued to carry out its secretariat duties for the London dumping Convention, which is generally recognised as the global regulatory framework for the prevention of pollution by dumping of wastes and other matters.

In the legal field, work has been completed in the preparation of a draft convention on salvage for submission to a Diplomatic Conference. Jointly with UNCTAD, consideration is being given to the subject of maritime liens and mortgages, also with a view to preparing a draft convention.

Preparatory work has also been concluded on a draft convention and protocol on the suppression of unlawful acts against the safety of maritime navigation. These will be considered at Diplomatic Conference in Rome in March 1988.

The Facilitation Committee has produced two sets of amendments to the Facilitation convention, the first set of which was adopted by a mini Conference in March 1986 and the second set by the Committee itself in September 1987 under revised Convention procedures.

Much attention has been given to the global implementation of rules and standards. It is recognised however that very few developing countries have the manpower and technical expertise to do so. IMO has therefore accorded a high priority to technical cooperation activities to enable these countries to acquire the necessary capability. In this regard, voluntary financial assistance has been provided to IMO by UNDP, by Member States and by donor agencies.

Mr Srivastava expressed particular enthusiasm for the port-related technical cooperation programme initiated by France and the Port of Le Havre which inaugurated an advanced course for senior port managers on 20th October 1987.

Attention will be focussed during the present biennium on shipboard management for maritime safety and pollution prevention. The subject has, of course, been given a high prominence with the urgent need to prevent further casualties such as were experienced with the tragic loss, during 1987, of the ro-ro passenger ferry Herald of Free Enterprise.

As a direct consequence of that loss, IMO will be looking at a number of proposals relating to the safety of ro-ro passenger ferries including amendments to the 1974 SOLAS Convention at the 55th Session of MSC in March 1988 and at the Conference/expanded MSC due to be held in November 1988.

IAPH's Technical Committees will wish to take particular note of the Assembly's adoption of IMO's long-term

work programme, annexed to this report. Even a brief study by IAPH members will demonstrate the importance of ensuring that IAPH's expertise is made available to the relevant IMO Committees to secure that port interests are adequately safeguarded.

It is the strongly held view of IMO's Secretary General that an IAPH presence at IMO discussions has a positive and beneficial effect in assisting Committees to arrive at balanced and authoritative conclusions on the often complex issues which they address. IAPH's record, during the past biennium, as regards attendance at, and documentation submitted to IMO meetings, supports that contention. The maximum use should therefore be made of the continuing grant of consultative status by the 15th Session of the Assembly.

LIST OF RESOLUTIONS ADOPTED BY THE ASSEMBLY AT ITS FIFTEENTH SESSION

Resolution number	Title
Resolutions adopted on 19 November 1987	
A.596 (15)	Safety of passenger ro-ro ferries
A.597 (15)	Amendments to the procedures for the control of ships
A.598 (15)	General principles for ship reporting systems and ship reporting requirements
A.599 (15)	Avoidance by submerged submarines of fishing vessels and their fishing gear
A.600 (15)	IMO ship identification number scheme
A.601 (15)	Provision and display of manoeuvring information on board ships
A.602 (15)	Revised guidelines for marine portable fire extinguishers
A.603 (15)	Symbols related to life-saving appliances and arrangements
A.604 (15)	Performance standards for survival craft radar transponder for use in search and rescue operations
A.605 (15)	Performance standards for survival craft two-way VHF radiotelephone apparatus
A.606 (15)	Review and evaluation of the global maritime distress and safety system (GMDSS)
A.607 (15)	Administrative, financial and operational arrangements related to the global maritime distress and safety system (GMDSS)
A.608 (15)	Performance standards for ship earth stations capable of two-way communications
A.609 (15)	Performance standards for shipborne VHF radio installations capable of voice communication and digital selective calling
A.610 (15)	Performance standards for shipborne MF radio installations capable of voice communication and digital selective calling
A.611 (15)	Performance standards for float-free satellite emergency position-indicating radio beacons operating on 406 MHz
A.612 (15)	Performance standards for float-free VHF emergency position-indicating radio beacons
A.613 (15)	Performance standards for shipborne MF/HF radio installations capable of voice communication, narrow-band direct-printing and digital selective calling
A.614 (15)	Carriage of radar operating in the fre-

A.615 (15)	quency band 9,300-9,500 MHz
A.616 (15)	Radar beacons and transponders
A.617 (15)	Search and rescue homing capability
	Implementation of the NAXTEX system as a component of the world-wide navigational warning service
A.618 (15)	Ship's routing
A.619 (15)	Use of pilotage services in the Torres Strait and Great Barrier Reef area
A.620 (15)	Navigation through the entrances to the Baltic Sea
A.621 (15)	Measures to prevent infringement of safety zones around offshore installations or structures
A.622 (15)	Basic principles to be observed in keeping an engineering watch on board fishing vessels
A.623 (15)	Minimum requirements for certification of chief engineer officers and second engineer officers of fishing vessels powered by main propulsion machinery of 750 kW propulsion power or more.
A.624 (15)	Guidelines on training for the purpose of launching lifeboats and rescue boats from ships making headway through the water
A.625 (15)	Arrangements for the entry and clearance of marine pollution response resources during emergency situations
A.626 (15)	Amendments to the International Regulations for Preventing Collisions at Sea, 1972
A.627 (15)	Appointment of the External Auditor

Resolutions adopted on 20 November 1987

A.628 (15)	Application of automatic data processing (ADP) as provided for in the Convention on Facilitation of International Maritime Traffic, 1965, as amended
A.629 (15)	Arrears of contributions
A.630 (15)	Presentation of accounts and audit reports
A.631 (15)	Long-term work plan of the Organization (up to 1994)
A.632 (15)	Denomination of the currency of the IMO regular budget and assessments
A.633 (15)	Work programme and budget for the fifteenth financial period 1988-1989
A.634 (15)	Co-operation for Central America
A.635 (15)	Relations with non-governmental international organizations

Marine Environment Protection Committee (MEPC)

The 25th Session of MEPC was held in London from 30 November to 4 December 1987 under the Chairmanship of Dr J Cowley (UK). Those present included delegations from 49 Member States plus 1 Associate Member; 4 inter-governmental organisations; and 13 non-Governmental organisations including IAPH.

In an address to MEPC, the Secretary-General, IMO, Mr C P Srivastava advised that the recent IMO Assembly

(previously reported to IAPH members) had decided to ask MEPC to have regard to shipboard and shore-based management for the prevention of marine pollution, consequent to the tragic loss of the *Herald of Free Enterprise* ro-ro passenger ferry. He was also able to report, with satisfaction, that 45 States were now parties to both mandatory annexes to MARPOL 73/78. Additionally, Annexes III and IV had been ratified by 30 States representing over 45% of the world's merchant tonnage; and, further, that legislation enacted by the United States on Annex V could shortly lead to the deposit of an instrument of acceptance representing another 5% of the world's merchant shipping tonnage sufficient to meet the conditions for entry into force of that Annex.

It is interesting to note, as respects Annex V, that in its advice and consent for ratification, the United States Senate attached an understanding that consideration be given to the inclusion of the Gulf of Mexico as a special area. The United States is now consulting with other States in the region on that matter.

Ports, of course, have a particular interest in the implementation of each of the Annexes of MARPOL 73/78. The development of guidelines in these respects is, therefore, of special importance. A Working Group on the Optional Annexes (IV and V) currently has this time matter in hand.

So far as Annex V (Garbage) is concerned, the Group will take account of draft guidelines prepared by the United States. The Group will carefully examine definitions of operational waste, including which of the liquid substances should be listed or exempted from the definition of garbage. The Group will also have noted that Canada does not include cargo waste within the definition of garbage.

IAPH will note, and will wish to comment on the draft guidelines which will be issued by the IMO Secretariat well in advance of the 26th Session of MEPC (5 - 9 September 1988) at which their approval will be sought. IAPH will also want to consider the implications of a suggested Annex VI of MARPOL 73/78 to deal with the carriage of noxious substances in bulk, both from the point of view of its scope and its content.

As has been reported on numerous past occasions, IAPH is primarily interested in and involved with the attendant reception facilities at ports without which there can be no effective implementation of the requirements of MARPOL 73/78.

Annex I facilities (dealing with oily wastes) are generally seen by IAPH to be satisfactory. It appears, however, that clear statements of that position by the respective member States of IMO leave much to be desired. Absence of circulated information on availability of facilities (some 26 States have not provided current information, for example) can have a detrimental effect on port operations where Masters have wastes to dispose of ashore. It is therefore in the interests of IAPH members to ensure that their respective ports are categorised in positive terms.

Annex II facilities (noxious liquid substance residues) present IAPH member ports with more of a problem, though largely from the viewpoint of disposal of the wastes. It was therefore instructive, though predictable, to hear a report from the Federal Republic of Germany (FRG) that in assessing the operational and cargo residues of ships, a survey of the amounts of harmful substances carried to and from that country's ports between 1 January and 30 June 1984, revealed a substantial reduction in the use of reception facilities for noxious liquid substances as a result of the fitting of efficient stripping systems on ships.

Incidentally, a further report from FRG is likely to

have wider and most important implications for IAPH members. In a recent national decision, FRG has established for a 3 year pilot period a free of charge system for the use of reception facilities for oil and chemical residues, to be financed from public funds. The hope is — and this should certainly be encouraged by IAPH — that after this period an internationally harmonised solution can be reached.

IMO had received information on only 14 States by the end of October 1987. Discussion took place of the present reporting format which was seen to be in need of simplification. It was then agreed that a "one-line" entry, as annexed to this report, would greatly reduce the work of Administrations, reduce the volume of IMO's paper work and still provide useful information. Administrations are now urged to adopt the new reporting format.

IAPH was specifically asked by MEPC to follow through on a proposal made by INTERTANKO, agreed by MEPC, that when disseminating information on reception facilities to the shipping industry and local shipping agencies ports should also provide information on the port regulations and bye-laws applicable in respect of their use.

MEPC's request seems logical and entirely reasonable; IAPH members are therefore asked to respond to it in positive terms.

IAPH could not possibly agree, however, to another of INTERTANKO's proposals to allow ships to report inadequacies in respect of port reception facilities without disclosing their identity. MEPC also could not agree with the proposal which was therefore set aside.

Annex V facilities (Garbage) are the subject of new port regulations by the City of Bremen (FRG). It is now compulsory for all seagoing ships and inland waterway vessels before leaving the port area of Bremen and Bremerhaven to make delivery of their garbage to shore reception facilities. Appropriate charges are levied for this service.

Finally, on the subject of reception facilities, IAPH will be monitoring with some interest the outcome of the initiative of the Commission of the European Communities in visiting a number of Mediterranean Coastal States in connection with their possible use of floating reception facilities.

Marine environmental protection programmes are heavily dependent, in much of the maritime world, on IMO's related technical assistance activities coupled with UNDP and UNEP funding support. Indeed, for example, a resolution of a regional seminar on MARPOL 73/78 held in Accra, Ghana specified that West African Regional States would certainly need a combination of finance and material assistance to allow them to ratify and effectively implement it.

IAPH Committees will want to examine how best and in what manner they can support and assist the IMO programmes. Participation in seminars, particularly by providing expertise on the subjects to be addressed, would clearly be immediately beneficial. In that regard, for example, IAPH is currently considering its input to an international seminar on environmental impact assessment of port development to be held in September or October 1988 in the United States.

On the question of arrangements for combatting major incidents or threats of marine pollution, guidance is vital. The IMO Secretariat will, therefore, be circulating a Guide to International Assistance in Marine Pollution Emergencies. The next session of MEPC will also consider a draft text - to be circulated shortly - describing the roles and duties of the primary interested parties involved in a marine pollution emergency and its aftermath, for inclusion in the final version of the Guide.

It is of particular interest to note that the Commission for the European Communities has a task-force of experts

who can assist countries in the event of a marine pollution emergency. Though primarily available to EEC Member States, these experts could, in certain circumstances, be also made available to developing countries.

This report on matters of port-related interest discussed at the MEPC meeting would be incomplete without reference to reports made to MEPC on the Second Ministerial Conference on the Protection of the North Sea held in London on 24/25 November 1987. IAPH, it will be recalled, had been a contributory participant at the First Meeting recognising that Ministerial decisions taken would most certainly impact on port operations. A similar situation continues to be obtained at this time.

Ministers from the North Sea countries of Belgium, Denmark, Federal Republic of Germany, France, Netherlands, Norway, Sweden, the United Kingdom and the Commission of the European Communities were present, with IMO's Secretary-General and others in an observer capacity.

The outcome of the Conference was a Ministerial Declaration based on a Quality Status Report of the North Sea. The Declaration includes specific measures aimed at reduction of pollution of the North Sea, in relation to:

- inputs via rivers and estuaries of substances that are persistent, toxic and liable to bioaccumulate;
- inputs of nutrients;
- inputs of pollutants via the atmosphere;
- dumping and incineration at sea;
- pollution from ships;
- pollution from offshore installations;
- discharge and disposal of radioactive wastes;
- cooperation on airborne surveillance.

Ministers also agreed, amongst other things, to the following measures:

1. to implement Annex V of MARPOL 73/78 on a regional basis as from 31 December 1988 if the conditions for its entry into force are not met before 31 December 1987; this will be of particular interest to local IAPH members.
2. to continue their efforts within IMO to bring Annexes III and V of MARPOL 73/78 into force;
3. to initiate the necessary action within IMO for designating the North Sea a special area for the purpose of Annex V of MARPOL 73/78; this, too, has particular implications for local IAPH members.
4. to continue to cooperate under the Memorandum of Understanding on Port State Control so that after the detection of operational violations all reports on alleged pollution incidents are dealt with speedily and effectively, so as to ensure that ships reported in respect of an alleged pollution incident will be subject to stringent and wide-ranging inspection procedures in ports, that the prosecution of a violation under MARPOL 73/78 will be facilitated, and that the documentation for prosecution of violation under MARPOL 73/78 will be improved;
5. to continue to ensure the availability of adequate reception facilities in ports bordering the North Sea for oily and chemical wastes from ships and for garbage prior to the implementation of Annex V of MARPOL 73/78;
6. to initiate actions within international bodies such as IMO and the International Standards Organisation (ISO) in order to improve quality standards of marine heavy fuel oil so as to achieve a reduction of marine and atmospheric pollution.

A third Conference will be held in the Netherlands in 1990.

With specific reference to the Quality Status Report, it acknowledges that the input of pollutants, in particular

oil, from shipping operations in the area did not have a significant adverse effect on the overall quality of the North Sea. It appears that other identified sources of pollution, river-borne and land-based, have had a markedly greater effect.

The next meeting of MEPC (26th Session) will be held in London from 5 to 9 September 1988.

Membership Notes:

New Members

Regular Members

Puerto Autonomo de Barcelona (Spain)

Address: Puerta de la Paz, 1, 08003 Barcelona
Mailing Addressee: Mr. Jose Munne Costa, President
Telex Number: 54000 JOPB-E
Phone Number: 318 87 50
Port under Administration: Port of Barcelona
Governing Body: Port of Barcelona Authority

Ibaraki Prefecture (Japan)

Address: 1-5-38, Sannomaru, Mito 310
Mailing Addressee: Mr. Fujio Takeuchi, Governor
Phone Number: (0292) 21-8111
Ports under Administration:
Port of Hitachi, Port of Kashima and Port of Oarai
Governing Body: Prefectural Government

Changes

Empresa Puertos de Colombia [Regular] (Colombia)

Gerente General: Vicealmirante (r.) Benjamin Alzate Reyes
* He is serving as Director of the IAPH from Colombia.
Subgerente Financiero: Dr. Ricardo Maz Galvis
Subgerente Tecnico: Dr. Antonio Marulanda Rojas
Subgerente de Relaciones Industriales:
Dr. Alfredo Villabona Abril
Jefe Oficina Juridica: Dr. Alvaro Fernandez de Castro

Qatar National Navigation & Transport Company Limited [Class A-1-3] (Qatar)

General Manager: Mr. Abdul Aziz Salatt

Junta del Puerto de Gijon [Regular] (Spain)

President: Mr. Carlos Zapico Acebal

Port of Gothenburg AB [Regular] (Sweden)

President: Mr. Göran Wennergren
* He is serving as Director of the IAPH from Sweden.

CORRECTION

Dr. Frederick K. de Vos, A Member of the CLPPI

In the list of CLPPI members in the Membership Directory 1988, Dr. Frederik K. de Vos (Dr. Fred K. de Vos & Assoc. in Ottawa, Canada) has erroneously been omitted, while his name should have been on page 94 of the Directory at the beginning of the section for the American Region. IAPH Head Office apologizes to Dr. de Vos and the CLPPI members for this omission.

Dr. de Vos, who is a Life Supporting Member of IAPH in Canada, has been serving on the CLPPI since 1979. He used to be Chief Economist for the Ministry of Transport, Canada, and also served as an Alternate Director for the three terms (1977 - 1983). Dr. de Vos also served both on the Constitution and By-Laws Committee on Community Relations.

OPEN FORUM

Considering Strategic Planning for Your Port?

By Prof. Thomas J. Dowd

Affiliate Professor
Institute for Marine Studies
University of Washington



Prof. Thomas J. Dowd

Acknowledgement by the IAPH Secretariat: The article is reproduced from the "Port Management Series" of Washington Sea Grant Marine Advisory Services (Seattle, Washington, U.S.A.). This office expresses its thanks to Prof. Dowd and Washington Sea Grant for the permission to publish accorded to the IAPH.

Introduction

"We are confronted with insurmountable opportunities." These words, "spoken" by the comic strip character Pogo, seem to describe the current status of the port industry in North America. The obvious follow-up questions are: "How do you recognize these opportunities, and what do you do with that knowledge?" Strategic planning may help answer these questions.

This publication is written to provide an overview of strategic planning and management planning for public port authority executive directors and board members. It also provides information on what has worked and what has not worked for ports that have been involved in a strategic planning effort. It is also written for the port authority that wants to initiate a strategic planning effort and for the port authority that is contemplating some form of management planning. It is not a step-by-step guide — this is best left to professionals such as the Planning and Research Committee of the American Association of Port Authorities, which is currently preparing such a document.

During a 27-month period, a research project funded by Sea Grant was conducted to examine how public port authorities undertake strategic planning efforts and to determine what worked and did not work in the process these ports used. Board members, executive directors, consultants, and customers were interviewed.

The cooperation and support of the Washington Sea Grant Program, the American Association of Port Authorities, and the more than fifty United States and Canadian port authorities that assisted in the research for this report are gratefully acknowledged.

Planning Levels

Virtually every public port authority is involved in some sort of planning. This is necessary because if a public port

authority does not plan for itself, others will plan for it.

Port planning has several levels. At the very top is strategic planning, which provides a broad guideline and goals and objectives that will serve to shape future port development. Strategic planning is concerned with how a port wishes to relate to its environment and how its resources will be employed. Next is business planning, which transforms guidelines into specifics and links ideas and concepts to generalized timetables and "ballpark" estimates of the amount and type of resources that will be required to implement a program or project. Project planning is the next level. It is here that physical plans are drawn and specific timetables and resource allocations are determined. The lowest level of planning is budgeting, which actually allocates resources for various projects and functions. Although budgeting is the lowest form of port planning, it is probably the most important, since an activity or project can exist only if it is actually funded.

If a port limits its planning efforts to project planning and budgeting, the port is also limiting itself to being reactive. If a port enlarges its planning spectrum to include strategic and business planning, it allows itself to be proactive.

Can a port be successful if it operates in a reactive mode? The answer is a qualified "yes." The qualification is that such a port takes greater risks and is more dependent on others for its success. If a port is totally reactive, it usually does what other ports are doing or what someone (often a commissioner or the executive director) wants it to do, without much concern about whether it is the best option or even if there are any other options.

The days when a port was able to build a facility as a "trial and error" speculation are long gone. With high capital costs, project timetables measured in months and even years, high "up front" costs of permitting and mitigation, and a constantly changing economic environment, successfully operating in a reactive mode is extremely difficult.

To operate in a protective mode means that the port can manage risk and make more informed decisions. To manage risks, a port must have information about itself, its customers, its community, and a firm understanding of what its mission is or what business it is in. This can be accomplished through strategic planning. In effect, through a strategic planning effort, a port can be in a position to take on projects that are both valid and profitable.

Strategic Planning

Strategic planning is a process that requires a port to define its mission, study and understand itself and the environment in which it exists, define and prioritize goals, set objectives, and implement the Strategic Plan. In effect,

strategic planning is a process that allows a port to formulate guidelines for resource (land, labor, and capital) allocation.

The strategic planning process is similar to most decision-making processes. The decision-making process usually consists of the following steps: 1) define and understand the problem; 2) seek alternative solution options; 3) evaluate these options; 4) choose a solution option and implement it; 5) monitor the results; and 6) if necessary, return to step 3).

A major product of strategic planning is a greater understanding of one's own port — its strengths and weaknesses, and the opportunities and challenges that face it. Another major product is the Strategic Plan itself.

This Plan is a guideline for future investments of the port's resources: land, labor, and capital. It sets out the port's goals and objectives, and strategies for attaining those goals and objectives. Before a port begins its strategic planning effort, it must understand what strategic planning will (and will not) do for the port.

The Strategic Plan is a dynamic document to be subjected to constant review and adjustment in the years to come. It is not a static document that is to be blindly followed without question year after year. The Strategic Plan is neither a "self-fulfilling prophecy" nor a be-all and end-all document that will solve every problem if followed to the letter.

Last and most important, strategic planning is a long-term planning process and not a quick fix for current deep-rooted problems.

Undertaking Strategic Planning

If a public port authority undertakes a strategic planning effort, what can be done to improve the chances for the ultimate success of such an effort? More than two years of study revealed several "do" and "don't" actions that affect the success of a port's strategic planning effort.

The most important single factor in assuring success in a strategic planning effort is to have total commitment on the part of both the board and executive director. Both must be willing to expend time and money to support the strategic planning effort, to authorize staff time in support of this effort, to support the "in-house coordinator" in his activities in furtherance of the strategic planning effort, and ultimately to implement the Plan. Without a commitment to these four things, the strategic planning effort may turn out to be little more than an expensive academic exercise that could cause a loss of employee morale and become a counterproductive commitment of both time and money.

Another important factor in the success of the strategic planning process is the selection of an in-house coordinator. This coordinator must be a port employee who has the respect of staff and direct access to the executive director. The coordinator must be perceived as the executive director's designee with authority to call upon any staff member for support, assistance, and consultation. The coordinator is the funnel through which the executive director's thoughts and ideas are fed into the strategic planning process and by which the thoughts and ideas of the staff formally enter into the process. In effect, the in-house coordinator is the focal point for the strategic planning effort. The coordinator determines schedules, arranges meetings, monitors meeting input and output, supervises the activities of consultants, and organizes the Strategic Plan while it is in the process of being formulated. Empirical evidence indicates that the in-house coordinator should devote full time to the preparation of the Strategic Plan and should be involved in its

implementation and the after-implementation monitoring of the Plan's effect. It should be stressed that this coordinator's position should be filled by a port employee who reports directly to the executive director and not by a consultant.

The in-house coordinator must be an individual who has the respect of peers and the maritime community (labor, shipping lines, railroads, shippers, agents, etc.). The importance of how this in-house coordinator is accepted can be illustrated by the following example. A major port initiated a strategic planning effort with full support from both the board and the executive director. To coordinate this effort, a long-time middle-level port employee familiar with port planning (project planning) was appointed as coordinator. After several months of attempting to hold substantive meetings and coordinating activities in support of the strategic planning effort and the expenditure of substantial amount of port funds and staff time, the strategic planning effort was essentially abandoned. Subsequent investigation indicated that port employees and the port's maritime community perceived the appointment of this middle-level port employee to coordinate the effort as an indication of the lack of importance placed on strategic planning by the port.

Roles of the Board and the Manager

Determination of the roles that individuals and groups play in the strategic planning effort directly affects the ultimate success of that port.

Among the more important decisions for ports is the determination of the role of the board in the strategic planning effort. Empirical evidence tells us that the board should take the lead in the Mission Statement formulation phase. As the policy-making body, the board is charged with the responsibility of defining the port's mission.

What is a Mission Statement? An old Chinese proverb says, "Without a known destination, any road is acceptable." Just as a traveler must know where he is going in order to take the road that will allow for the most direct trip, a port must know where it is going in order to allocate its resources most efficiently. For many ports, resource allocation is done on a "that sounds like a good idea — let's do it" basis. A serious problem for many smaller ports is being able to resist letting the public (or the audience at a board meeting) determine what projects the port will undertake. Unless a port has a formally stated, written Mission Statement, it is often difficult to reject projects that are "suggested" for the port to undertake.

The Mission Statement identifies the underlying design, aim, or thrust of an organization. For example:

The mission of the Port of Los Angeles as a service-oriented organization is to develop and manage property and provide the services required to promote and accommodate maritime-related commerce, fisheries, recreation, industrial and commercial activities and to do so on a self-supporting basis by generating sufficient income to maintain the health and growth of the Port for the benefit of the public.

The formulation of the Mission Statement is an appropriate opportunity to get public input and gain public support for the port's strategic planning effort. This input can be anything from an open meeting to an advisory committee representing a variety of interests. The latter forum appears to provide the most valid public input vehicle. It is important to get public input into the formulation of

the Mission Statement. However, little — if any — public input is necessary or even desirable in the other phases of the strategic planning effort.

Strategic planning is NOT an open public process! In fact, the majority of ports that successfully completed a strategic planning effort sought no public input at all once the Mission Statement was approved. Those that did seek public input did so either by using a select advisory group or by inviting individual community leaders to comment on specific sections of the Plan.

Once the Mission Statement has been prepared and accepted, the role of the board changes. The board's role following formulation and acceptance of the Mission Statement is as an overseer of the process. It reviews the results of each step in the process to ensure that it fits with the port's Mission Statement. It may be necessary to adjust the Mission Statement on the basis of the results of studies/research conducted as a part of the process. Instead of the board's taking the lead role in the port's strategic planning effort, the lead now shifts to the executive director. The executive director, through the in-house coordinator, takes the lead in the remaining steps in the process.

The exact method by which the executive director organizes the remaining steps in the process varies widely. The personal management style of the executive director dictates how he will handle this responsibility. Based on empirical evidence, the most successful method is to rely heavily on the in-house coordinator to organize the activities, give out assignments, supervise the effort, organize the Strategic Plan, and brief the executive director frequently. The input of the executive director to all phases of the preparation of the Strategic Plan is essential. The executive director provides vision and insight as well as defining the limits of what is implementable. Attempting a strategic planning effort without the executive director's input (or in the absence of an executive director) is an almost insurmountable obstacle to the eventual successful implementation of the Plan.

The Strategic Plan is a document that, if released in its entirety to the public or to a competing port, would cause irreparable harm. This Plan, if made public, would place the port in an untenable position with respect to the purchase of properties and/or facilities and would allow another port effectively to counter the accomplishment of goals and objectives.

The Strategic Plan appears to fit the majority of legal requirements that release a public port authority from having to classify it as a "public document."

Since the Strategic Plan itself is a confidential document, the strategic planning process is not a public process. To ensure this confidentiality and comply with open meeting and disclosure laws, it may be necessary to have a minority of the board appointed to a Strategic Plan Review Committee in order to accomplish the strategic planning process in the most efficient manner.

Role of a Consultant

One of the most common (and most complex) questions asked by ports that are contemplating a strategic planning effort is: "How do consultants fit into this process?" On the basis of empirical evidence, the most appropriate role for a consultant in the strategic planning process is as an extension of port staff, not as coordinator of the process or as the party solely responsible for the preparation of the Strategic Plan.

Strategic/Management Planning Event Participation

	MISSION STATEMENT PREPARATION	INTERNAL/EXTERNAL ENVIRONMENT ANALYSIS	GOALS/OBJECTIVES FORMULATION	STRATEGIC PLAN PREPARATION	STRATEGIC PLAN APPROVAL	STRATEGIC PLAN IMPLEMENTATION	STRATEGIC PLAN REVIEW	BUSINESS PLANNING	PROJECT PLANNING	BUDGETING
BOARD	✓				✓	✓				✓
EXECUTIVE DIRECTOR	✓	✓	✓	✓	✓	✓	✓			✓
IN-HOUSE COORDINATOR	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
PORT STAFF	○	✓	✓	✓	✓	✓	✓	✓	✓	✓
CONSULTANTS	○	✓	✓	✓	✓	✓	○			
PUBLIC	✓				○					✓

✓ = PRIMARY ○ = OPTIONAL

If the consultant plays the major role in preparation of the Plan, the port staff may conclude that the Plan is the "consultant's Plan" rather than the "port's Plan." The implementation, or more important, the enthusiasm and support for implementation of the Plan by the port staff often appear to be in direct relationship to the pride in authorship that the port staff has in its preparation.

In the case of a port with a small staff, a consultant may have to play a major role in the strategic planning process. This is certainly appropriate, but it places an additional responsibility on the in-house coordinator to ensure that the Plan truly reflects the executive director's and the staff's thinking and does not reflect only or in large part the consultant's ideas. Several ports have had success with using a consultant in a major role, but it means that the port and the consultant must work very closely in the preparation of the Plan. Some of these ports have facilitated this closeness by requiring that the consultant remain on board until after the Plan is implemented. This is a means to ensure that the consultant shares responsibility for the creation of a "workable" Plan.

Two additional areas where a consultant has real value in this process is as a "knowledgeable neutral" who can critically review both the assessment of the port's internal strengths and weaknesses and the external opportunities and challenges and as a facilitator in the Mission Statement phase.

Perhaps the most valid role that the consultant can play in this process is as a facilitator of the process itself. A consultant can bring to the executive director and staff a wealth of experience in strategic planning. This experience can be passed on to the port by allowing the consultant to act as a facilitator in the process—posing questions, reviewing findings, and conducting research into areas that the port staff lacks expertise or time to do thoroughly.

In summary, there are roles for a consultant in the strategic planning process. However, these are limited roles that will not create an opportunity for the consultant either to dictate or totally control the content of the Strategic Plan. Above all, the consultant must be supervised by the in-house coordinator, the person most responsible for preparation of the Plan.

Additional Information on Strategic Planning

There are at least three versions of the strategic planning process: private for-profit corporation, not-for-profit cor-

poration, and government. Because port authorities are a form of public enterprise, government units involved in a competitive environment on a profit-making basis, they do not totally fit any of these versions. However, the private for-profit corporation version seems to fit the best. The main difference from a process viewpoint is public input in the Mission Statement phase.

Two very readable texts, *Strategic Planning: What Every Manager Must Know* (The Free Press, 1979), by George A. Steiner, and *Competitive Strategy: Techniques for Analysing Industries and Competitors* (The Free Press, 1980), by Michael E. Porter, can provide an excellent overview of the strategic planning process and the formulation of strategies.

Conclusion

Strategic planning provides a tool for distinguishing between solid opportunities and latent disasters and a rationale for acceptance or rejection of potential opportunities. A port can succeed without doing strategic planning. Conversely, a port that has done strategic planning can fail. A key factor is that it is more difficult to fail with a well-done Strategic Plan than without one.

The Use of EDP in European Ports

By Mr. J.A. Lange

Port of Copenhagen Authority

E.V.H.A. — Europese Vereniging voor Haveninformatica — an association of a number of European ports — has over a number of years, partly on behalf of the EEC, examined and worked on the possibilities of establishing a communication-network amongst European ports — and perhaps, at a later stage overseas ports.

Early in 1987 the association forwarded — as part of the investigation — a questionnaire to a number of European ports regarding their use of EDP.

As this investigation should be of general interest, we feel it proper to give an account of the results.

The main questions can briefly be described as follows:

- Is your organisation using EDP — or planning to do so? In the case of an affirmative reply:
- Do you have your own EDP-organisation and how does it work?
- What kind of hardware do you use?
- Are you carrying out data-communication by using your own EDP-hardware?
- Do you use standard software or self-developed software?
- Give a specification of which working sessions wholly or partly are executed by using EDP.

In order to guarantee anonymity when answering the questionnaire the Port of Copenhagen Authority promised EVHA that the answers would be collected and analysed by one person having access to a neutral and independent

computer and letting him develop the necessary programs and registering the data collected.

At EVHA's General Assembly in December 1987 the first analysis of the questionnaires, returned by December 1, 1987, was submitted.

78 questionnaires covering 119 ports were received and analysed. 103 of the 119 ports were registered as users of EDP, 10 had planned to use EDP, whilst 8 stated that they neither used EDP nor planned to do so.

It was also stated that 22 port-related organisations were communicating with others by computer.

Nationally the 78 questionnaires returned were grouped as follows:

Belgium	2
Denmark	8
France	2
United Kingdom	17
Germany (West)	16
Ireland	2
The Netherlands	2
Portugal	1
Spain	27
Cyprus	1

The ports employ a surprisingly large number of EDP-professionals — totalling 567 — comprising 46 system-analysts or -designers, 10 system-programmers and 124 application-programmers. These highly trained EDP-employees make up 32% of the total number of employed EDP-professionals.

The investigation shows that not only is EDP widely used by European ports but that the ports also employ highly trained EDP-experts.

70 ports gave information about the operating and manning time of their EDP-systems. 28% stated that their systems were in operation 24 hours a day, 365 days a year, and of these 28% 2/3 were manned around the clock.

A little more than half — 53% — were operating 8 hours a day, 5 days a week, whilst 58.5% of all the ports' EDP-departments were manned 8 hours a day, 5 days a week. This implies that more than 70% of the EDP-installations are in use Monday - Friday between 0800 hours and 1600 hours.

Specific information has been given about 87 computers of which only 16% were IBM-units. These 16% represent primarily medium-sized and large-sized computers (mainframes). A pro rata share is represented by Siemens and Sperry/Univac. The remainder of the installations is spread among other computer manufacturers.

A similar analysis of connected terminals shows that only 20% or 452 out of a total of 2,198 are IBM-terminals. The same picture is repeated when analysing other peripheral and remote EDP-equipment.

44 ports communicate with other computer-systems by way of private or public communication networks. 3 of these communicate at a speed of 19,200 Bps, 13 at 9,600 Bps, 10 at 4,800 Bps and only 18 at a lower rate than 4,800 Bps (2,400 and 1,200 Bps).

This indicates that the quality of the communication-networks has improved considerably with the growing need and the increasing demand for electronic transmission of data.

At the beginning of this decade it was recommended not to communicate at long distances at speeds above 2,400 Bps owing to the risk of losing data, making errors in signals,

disturbing the networks, etc.

As regards software for purely administrative tasks 62% of the ports use standard-systems whilst 38% develop their own applications. When speaking of operational tasks 58% are self-developed and only 42% standard.

To illustrate the 3 main applications of the questionnaire: Port Administration, Transportation and Cargo Handling we can give you the order of priority used by the ports when going over to EDP.

PORT ADMINISTRATION

1. Accounting Systems
2. Charging Systems (debtor/creditor)
3. Payroll
4. Personnel Records
5. Simulation programmes

TRANSPORTATION

1. Ship departures
2. Ship arrivals
3. Ship identification
4. General cargo information

CARGO HANDLING

1. Freight movement (into port)
2. Freight movement (out of port)
3. Container Systems
4. Dangerous Goods Systems

It is a very positive factor that 14 of the ports make a data-registration of dangerous goods. Especially these kinds of goods should be an integrated part of the communication-system between ports as they are of the highest priority to port administrations and environmental authorities.

The analysis has only been positive because 78 ports have complied with the request of the EVHA to fill in and return the questionnaire. We convey our thanks to these ports for their contributions towards the completion of the analysis.

A spontaneous conclusion of the results can be summarized as follows:

The use of computers in day-to-day administration and operation is extremely widespread.

The ports have well trained EDP-personnel at their disposal. This personnel is primarily used by the ports for the development of special tasks whereas standard systems are used for purely administrative tasks.

The questionnaire has contributed to up-to-date information on the use of the computer as a natural tool for the registration of large amounts of data needed nowadays for the running of a modern port in the most lucrative and rational way.

The information obtained shows that the idea and work of EVHA in defining the contents of the technique behind a communication-network between ports will become a reality. The ports have the necessary hardware and expertise in order to establish such a network - and the immediate demand seems quite obvious.

It is expected that some further replies may be received from ports that did not answer up to now.

The result of the enquiry stresses the growing influence of EDP in European ports. The information available from the ports and port associations outside Europe suggests that we are confronted with a worldwide evolution.

Looking ahead, ports and the maritime world as a whole should prepare for a direct data exchange between port information systems. Cooperation with customs authorities on the local level can be very helpful in this.

Action Plan for Improving Port Productivity

(Reprinted from *INDIAN PORTS*)

By Dr. J. Sarkar

Senior Medical Officer

Tuticorin Port Trust

Improving productivity is the fundamental theme of all management functions. And obviously, port management cannot be an exception. Improving productivity involves setting in motion and bringing about environmental and physical changes, and channeling the drives, desires, needs, wishes and all other similar forces that affect human behaviour and action, towards achieving a goal throughout the organisation in order to create influences for gains in productivity.

A port as a ship-shore interface provides two basic kinds of services:

Services to Ships: viz. navigational aids, approach channel, pilotage, protected water, berthing and unberthing, radio, radar, supplies, fire fighting, waste disposal, marine police, etc.

Services to Cargo: e.g. loading, unloading, stowing, warehousing, surveillance, tallying, marking, weighing, rental of equipment, delivery, receiving, etc.

The efficient management and delivery of these services will improve a port's throughput, reduce the turnaround time of ships and also stimulate the trade and economic development of the region in particular and the country as a whole. However, it is also to be remembered that transportation is an aggregate of many linear situations and even a small deterioration will have a chain of reactions resulting in loss of efficiency. In view of this, productivity management in Port assumes greater significance.

Productivity Management in Ports

It is a process which includes:

- Evolving long term and short term action plans;
- Analysing the strengths, weaknesses, opportunities and threats to the Port;

- Developing measures of port productivity;
- Setting targets for increasing productivity; and
- Monitoring and following up productivity.

The action content to this process should include:

- Maximising the use of available facilities through various marketing actions;
- Introducing new technologies and techniques for management as well as operations;

(Continued on Page 25, Col. 1)

Development of Containerization of Liner Services in Japan

— A brief history of the 1970/1986 period —

Containerization introduced into Japan in 1967 has taken firm root and shown steady growth in the liner transportation of break-bulk general cargoes. Moreover, as has been the case in many other maritime nations, it has become an indispensable mode of transport and its increasing use is adding momentum to the spread of yet more rationalized form of transport - intermodalism.

A document recently issued by the Planning Division, Bureau of Ports and Harbours, Ministry of Transport, entitled "Ocean Liner Cargo - Trend of Containerization in Liner Cargo", vividly shows the state of progress of containerization, though statistics are only available from 1970.

The following brief notes will give a glimpse of the history of containerization in Japan and, hopefully, a profile of the recent pattern of Japan's trade.

Volume of liner cargo

- 1) During the period in question, the total liner cargo volume, both for imports and exports, expanded more than twofold, from 48,434 thousand freight tons (F/T) in 1970 to 100,554 F/T (2.1 times) in 1986. Exports increased from 30,462 F/T in 1970 to 61,432 F/T (2.0 times) in 1986, and imports from 17,972 F/T, to 39,112 (2.2 times) respectively.
- 2) When these developments are considered in terms of particular routes, it is clear that the liner cargo trade with the US West Coast has shown a remarkable increase for both exports and imports. It grew from a 1970 level of 3,756 F/T for exports and 2,585 F/T for imports to as much as 19,227 F/T and 14,370 F/T in 1986, an increase of 5.1 times for exports and 5.5 times for imports respectively.
- 3) In contrast, the increase in the trade volume with the US East Coast has stayed rather modest: from 5,787 F/T in 1970 to 8,061 F/T in 1986 (1.39 times), for exports and imports combined. This seems to show beyond any doubt the attraction of the trans-USA land-bridge.
- 4) Trade with Europe (Northern Europe alone) registered a modest increase, from 2,890 F/T for exports and 1,642 F/T for imports in 1970, to 5,671 F/T (2.0 times) & 3,198 F/T (1.9 times) in 1986 respectively.
- 5) Furthermore, reflecting the active economic development in the region, as represented by such expressions as "Era of the Pacific Rim", the trade volume with the so-called Asian NICs countries (Newly-Industrialized Countries) — Hong Kong, Taiwan and Korea in particular — has shown phenomenal growth, from 3,657 F/T for exports & 1,089 F/T for imports in 1970, to 4,763 F/T & 5,263 F/T in 1976, and eventually up to 9,557 F/T (2.6 times) for exports & 7,721 F/T (7.1 times) for imports in 1986.
- 6) On the other hand, in reflection of the acute appreciation of the Yen since 1985 and mirroring the Government's commitment to the enhancement of imports, the overall bias towards exports has been visibly replaced by an import surge, with 1985 exports declining from 64,784

F/T to 61,432 F/T in 1986 (0.95 times the 1985 figures) and imports growing from 34,996 F/T to 39,112 (1.12 times) respectively. This trend has been noticeable in commerce with Japan's major trading partners including the USA, Northern Europe, and the SE Asian regions.

Ratio of Containerization

- 1) The nationwide ratio of containerization grew steadily from 13.1% in 1970 to 53.5% in 1976, when it became the prevailing mode of transport, and further to 79.8% in 1986.
- 2) It is noteworthy that the ratio for both the US and Europe, including both export and import volumes, attained the level of 90% in 1979 and is continuing to increase. The next highly-containerized routes are the Australia-New Zealand and Nakhodka (Siberia land-bridge) trades.
- 3) However, it should be noted that there are still sizeable trading regions where containerization still has plenty of room for growth.

Overall Value of Exports and Imports of Japan (1984 - 1986)

A document published by the Japan Tariff Association (Tokyo) reports the overall picture of Japan's overseas trade in terms of value (both in the local currency and in US\$) for 1984 - 1986. For this, it should be noted that there are two tables: one on a yen basis, the other in US\$. Furthermore, both sets of figures are affected in contrasting ways by the recent appreciation of the Yen. The following notes are intended to sum up the current situation.

1) The rise of air transport

It is impressive to see that Narita Airport has risen to the top ranking position in commodity transport in terms of both exports and imports combined, placing 5th for exports, where only the ports of Yokohama, Kobe, Nagoya and Tokyo gained higher values, and 1st for imports. Where imports are concerned, Narita leads the second-placed Tokyo Port by the comfortable margin of 15 to 20%.

- 2) Reflecting the structural changes in Japan's economy, primarily caused by the recent appreciation of the Yen, while the trading values at these big commercial ports such as Yokohama, Kobe, Nagoya and Tokyo have remained relatively little affected in terms of both exports and imports, the value of imports at the ports whose cargoes are particularly geared to industry has been sharply declining. Kawasaki, Yokkaichi and Sakai are prominent examples of such ports. Though the overall picture is subject to further confirmation of tonnage figures of each cargo item, major factors in this situation must include the higher level of the Yen, a gradual decrease in the need for materials such as crude oil and minerals, and rapid industrial restructuring taking place.
- 3) In all, it should be mentioned that the further development

of containerization, which can otherwise be expressed as intermodal transport, will continue to advance in terms of both air and sea transport, specifically and exclusively through those ports where the facilities for intermodal transport are sufficiently developed. (Prepared by R. Kondoh, IAPH)

1: Volume of Liner Cargo at 24 Selected Ports in Japan On Categorized Liner Service Routes (1970 - 1986)

(Unit: 1,000 Freight tons)

(Geographical and other terms are explained in "Notes to the Tables")

	TOTAL		US.W		US.E		EUROPE	
	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp
1970	30,462	17,972	3,756	2,585	3,830	1,957	2,890	1,642
1971	33,680	16,697	4,291	2,317	4,045	1,521	3,328	1,637
1972	33,227	19,668	4,859	3,035	4,096	1,906	3,642	1,809
1973	33,626	25,400	5,153	4,607	3,405	2,149	3,426	2,397
1974	36,749	24,690	5,439	4,763	3,588	2,307	3,529	2,452
1975	34,347	17,047	4,808	3,513	2,846	1,288	3,116	1,433
1976	41,143	21,454	6,871	4,517	3,435	1,378	3,862	1,553
1977	46,328	22,361	9,005	5,174	3,833	1,553	4,181	1,714
1978	46,432	25,770	9,285	6,844	4,032	2,072	3,928	2,265
1979	44,531	27,071	8,528	7,248	3,574	2,175	3,656	2,212
1980	52,323	27,366	10,322	8,355	4,340	2,192	4,636	1,908
1981	55,356	27,846	12,044	8,308	4,498	2,004	4,647	2,285
1982	53,322	28,277	11,487	8,539	4,170	1,823	4,798	2,487
1983	56,174	30,251	12,664	9,306	4,874	2,177	5,270	2,511
1984	62,300	33,317	17,536	10,161	5,695	2,608	5,039	2,980
1985	64,784	34,996	18,400	11,771	5,459	2,351	5,333	2,935
1986	61,432	39,112	19,227	14,370	5,022	3,039	5,671	3,198

	NE/MED		ANZ		NEARS		SE.ASI	
	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp
1970	954	643	1,778	2,442	3,657	1,089	5,445	1,637
1971	1,032	562	1,948	2,338	4,501	1,521	5,538	1,634
1972	1,091	565	1,820	3,317	3,944	1,779	5,397	1,996
1973	1,216	793	2,249	3,184	4,461	3,442	5,677	2,467
1974	1,648	858	2,550	3,349	4,449	3,401	5,979	2,299
1975	1,744	691	2,390	1,760	4,026	3,600	6,120	1,626
1976	2,392	1,000	2,934	2,178	4,763	5,263	6,312	1,859
1977	2,507	844	2,588	2,027	5,747	5,820	6,836	1,899
1978	2,451	875	2,132	1,962	6,986	6,372	6,322	2,008
1979	2,726	1,056	2,121	2,302	6,282	5,812	6,537	2,496
1980	3,790	1,049	2,548	2,004	5,674	5,715	7,767	2,824
1981	4,187	994	2,707	2,077	5,868	5,583	8,989	3,265
1982	4,465	1,025	2,663	2,255	5,779	5,344	8,612	3,418
1983	4,827	1,362	2,412	2,575	7,211	5,529	8,295	3,525
1984	4,556	1,336	2,643	2,623	8,055	6,385	7,739	3,679
1985	4,507	1,101	2,795	2,334	8,320	6,813	8,263	3,399
1986	3,574	1,182	2,407	2,038	9,557	7,721	5,928	3,363

	NAKHOD		OTHERS	
	Exp	Imp	Exp	Imp
1970	304	230	7,845	5,747
1971	359	213	8,638	4,954
1972	566	258	7,812	5,003
1973	637	489	7,402	5,872
1974	988	664	8,579	4,597
1975	1,304	413	7,993	2,723
1976	1,522	618	9,052	3,088
1977	1,093	452	10,538	2,878
1978	1,099	407	10,197	2,965
1979	1,156	472	9,951	3,298
1980	1,408	419	11,838	2,900
1981	1,376	387	11,640	2,943
1982	1,104	429	10,244	2,957
1983	1,630	485	8,991	2,781

1984	1,225	491	9,812	3,054
1985	1,453	506	10,254	3,786
1986	1,256	489	8,790	3,712

2: Volume of Containerized Liner Cargo at 24 Selected Ports in Japan on Categorized Liner Service Routes (1970 - 1986)

(Unit: 1,000 Freight tons)

	TOTAL		US.W		US.E		EUROPE	
	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp
1970	3,897	3,899						
1971	5,693	3,635						
1972	8,476	5,531						
1973	11,917	10,663	4,349	3,866	2,201	1,588	2,223	1,814
1974	13,986	11,309	4,712	3,934	2,478	1,602	2,544	1,993
1975	14,139	10,193	4,364	3,141	2,199	1,133	2,437	1,216
1976	19,527	13,986	6,358	4,159	2,843	1,330	3,265	1,451
1977	22,794	15,670	8,437	4,795	3,352	1,503	3,557	1,622
1978	25,541	18,752	8,637	6,180	3,580	1,992	3,485	2,182
1979	23,738	19,134	7,900	6,655	3,311	2,133	3,338	2,081
1980	28,938	19,862	9,655	7,637	3,760	2,103	4,285	1,856
1981	32,984	20,484	11,488	7,222	4,294	1,894	4,387	2,228
1982	32,706	20,967	11,095	7,349	3,973	1,793	4,280	2,451
1983	36,780	22,880	12,384	7,839	4,601	2,119	4,627	2,483
1984	44,664	26,258	17,223	8,872	5,303	2,528	4,930	2,945
1985	48,349	28,533	18,040	10,448	5,175	2,270	5,197	2,858
1986	47,005	33,240	19,001	13,161	4,758	2,955	5,499	3,143

	NE/MED		ANZ		NEARS		SE.ASI	
	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp
1970								
1971								
1972								
1973	48	61	1,296	1,122	428	403	40	50
1974	276	270	1,486	868	1,360	2,101	117	57
1975	266	264	1,656	1,068	1,739	2,818	153	98
1976	812	484	2,000	1,308	2,308	4,366	256	179
1977	757	425	1,773	1,490	2,903	5,083	360	264
1978	836	466	1,486	1,473	3,576	5,535	546	354
1979	1,065	635	1,463	1,563	2,825	4,580	1,141	768
1980	1,497	655	1,771	1,435	2,566	4,306	1,663	1,277
1981	1,717	700	1,998	1,552	2,882	4,663	2,379	1,553
1982	1,966	763	1,917	1,748	2,847	4,257	2,805	1,746
1983	2,392	1,045	1,782	1,655	3,517	4,444	3,008	2,099
1984	2,767	1,108	2,128	1,797	4,034	5,134	3,217	2,348
1985	2,806	885	2,193	1,878	6,013	5,758	2,989	2,147
1986	2,108	1,010	1,859	1,902	5,385	6,281	3,090	2,372

	NAKHOD		OTHERS	
	Exp	Imp	Exp	Imp
1970				
1971				
1972				
1973	272	150	1,060	1,609
1974	701	356	312	128
1975	980	286	345	169
1976	1,347	544	338	165
1977	867	336	786	152
1978	899	316	1,496	254
1979	991	363	1,749	356
1980	1,151	319	2,590	274
1981	1,190	298	2,649	374
1982	881	316	2,942	544
1983	1,358	381	3,111	815
1984	995	399	4,067	1,127
1985	1,160	408	4,776	1,881
1986	1,016	366	4,289	2,050

3: Development of Containerization of Liner Cargo at 24 Selected Major Ports in Japan (1970 - 1986)

(Unit: 1,000 Freight tons)

	TOTAL			EXPORTS			IMPORTS		
	Liner cargo	Boxed cargo		Liner cargo	Boxed cargo		Liner cargo	Boxed cargo	
	A	(of A)	%	B	(of B)	%	C	(of C)	%
1970	48,434	6,364	13.1	30,462	3,899	12.8	17,972	2,465	13.7
1971	50,377	9,328	18.5	33,680	5,693	16.9	16,697	3,635	21.8
1972	52,895	14,007	26.5	33,227	8,476	25.5	19,668	5,531	28.1
1973	59,026	22,580	38.3	33,626	11,917	35.4	25,400	10,663	42.0
1974	61,439	25,295	41.2	36,749	13,986	38.1	24,690	11,309	45.8
1975	51,394	24,332	47.3	34,347	14,139	41.2	17,047	10,193	59.8
1976	62,597	35,513	53.5	41,143	19,527	47.5	21,454	13,986	65.2
1977	68,689	38,464	56.0	46,328	22,794	49.2	22,361	15,670	70.1
1978	72,202	43,293	60.0	46,432	24,541	52.9	25,770	18,752	72.8
1979	71,602	42,917	59.9	44,531	23,783	53.4	27,071	19,134	70.7
1980	79,689	48,800	61.2	52,323	28,938	55.3	27,366	19,862	72.6
1981	83,202	53,468	64.3	55,356	32,984	59.6	27,846	20,484	73.6
1982	81,599	53,673	65.8	53,322	32,706	61.3	28,277	20,967	74.1
1983	86,425	59,660	69.0	56,174	36,780	65.5	30,251	22,880	75.6
1984	95,617	70,922	74.2	62,300	44,664	71.7	33,317	26,258	78.8
1985	99,780	76,882	77.1	64,784	48,349	74.6	34,996	28,533	81.5
1986	100,554	80,245	79.8	61,432	47,005	76.5	39,112	33,240	85.0

Note: Due to space constraints, 'containerized cargo' is expressed as 'boxed cargo'.

4: Ratio of Containerization Of Liner Cargo at 24 Selected Ports in Japan On Categorized Liner Service Routes (1970 - 1986)

(Unit: %)

ROUTES	TOTAL		U.S.W		U.S.E		EUROPE		NE/MED	
	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp
1970	12.8	13.7								
1971	16.9	21.8								
1972	25.5	28.1								
1973	35.4	42.0	84.4	83.9	64.8	74.0	64.9	75.8		
1974	38.1	45.8	86.7	82.6	69.0	69.5	72.1	81.1	16.8	31.5
1975	41.2	59.8	90.8	89.3	77.2	88.2	78.2	84.9	15.3	38.1
1976	47.5	65.2	92.5	92.1	82.8	96.5	84.6	93.3	34.0	48.3
1977	49.2	70.1	93.6	92.7	87.4	96.9	85.1	94.9	30.2	50.5
1978	52.9	72.7	93.0	90.2	88.8	96.1	88.7	96.3	34.1	53.6
1979	53.4	70.7	92.6	91.8	92.6	98.1	91.3	94.2	39.1	60.1
1980	55.3	72.6	93.5	91.4	86.6	95.9	92.4	97.3	39.5	62.4
1981	59.6	73.6	95.4	86.9	95.5	94.5	94.4	97.5	41.0	70.4
1982	61.3	74.1	96.6	86.1	95.3	98.4	89.2	98.6	44.0	74.4
1983	65.5	75.6	97.8	84.2	94.4	97.3	87.8	98.9	49.6	76.7
1984	71.7	78.8	98.2	87.3	93.1	96.9	97.8	98.8	60.7	82.9
1985	74.6	81.5	98.0	88.8	94.8	96.6	97.5	97.3	62.3	80.4
1986	76.5	85.0	98.8	91.6	94.7	97.2	97.0	98.3	59.0	85.5

ROUTES	ANZ		NEARS		SE.ASI		NAKHOD		OTHERS	
	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp	Exp	Imp
1970										
1971										
1972										
1973										
1974	58.3	25.9	30.6	61.9	1.9	2.5	70.8	53.8	3.6	2.7
1975	69.3	60.7	43.1	78.3	2.5	5.5	75.0	68.7	4.4	6.3
1976	68.2	60.1	48.5	82.9	3.9	9.8	88.5	88.0	3.8	5.3
1977	68.5	73.7	50.5	87.4	5.3	14.0	79.6	74.0	7.5	4.7
1978	69.6	75.2	51.2	86.9	8.6	17.6	81.8	78.0	14.7	8.5
1979	69.0	67.9	44.9	78.8	17.4	31.0	85.8	76.9	17.6	10.7
1980	69.5	71.6	45.2	75.3	21.4	45.2	81.7	76.1	21.9	9.4
1981	73.8	74.7	49.1	83.5	28.4	47.6	86.5	77.0	22.8	12.7
1982	72.0	77.5	49.3	79.7	32.6	51.1	79.8	73.7	28.7	18.4
1983	73.9	64.3	48.8	80.4	36.3	59.5	83.3	78.6	34.6	29.3
1984	80.5	68.5	50.1	80.4	41.6	63.8	81.2	81.3	41.4	36.9
1985	78.5	80.5	72.3	84.5	36.2	63.2	79.8	80.6	46.6	49.7
1986	77.2	93.3	56.4	81.4	52.1	70.5	80.9	74.9	48.8	55.2

Notes to the tables

1. Ratio of Containerization

$$\text{Ratio} = \frac{\text{Volume of Containerized Cargo}}{\text{Volume of Liner Cargo}} \times 100 (\%)$$

2. Selected 24 Ports

Fushiki-Toyama, Hakata, Hiroshima, Hitachi, Imabaru, Kanda, Kitakyushu, Kobe, Kushiro, Maizuru, Muroran, Nagoya, Naha, Niigata, Osaka, Otaru, Shimizu, Shimonoseki, Tokuyama-Kudamatsu, Tokyo, Tomakomai, Tsuruga, Yokkaichi, Yokohama

3. Liner routes

There are 46 officially recognized liner routes, excluding those routes served by non-conference carriers and ships serving on triangle trades. Of 46 such routes 20 routes are entirely served by full-containerships and the remaining 26 are served primarily by conventional ships.

In these statistics, however, for the sake of convenience the liner routes are categorized into as follows:

U.S.W: US West Coast Ports

U.S.E: US East Coast Ports

EUROPE: Northern Europe

NE/MED: Near East, Mediterranean

ANZ: Australia, New Zealand and the Pacific islands

NEARS (Near Seas): Hong Kong, Taiwan, Korea and China

SE.ASI: Indonesia, Thailand,, Indochina, Singapore, Malaysia, Northern Borneo and Philippines

NAKHOD: Nakhodka, USSR

OTHERS: Round-the-world services, Caribbean, Mexican Gulf, South America East (via Panama Canal), South America East (via Cape Town), East & South Africa, West Africa, India, Pakistan, Persian Gulf and Bengal Gulf

4. Liner cargo

a: Tonnage carried by ships serving on officially recognized routes as 'liners'

b: Tonnage carried by tramps is not included.

Acknowledgement: The IAPH Head Office notes with thanks that the data has been made available by courtesy of the Bureau of Ports and Harbours, Ministry of Transport of Japan.

5: Value of Exports and Imports by Major Ports

(Unit: 1,000,000 Yen)

	1984		1985		1986	
	Exports	Imports	Exports	Imports	Exports	Imports
Total	40,325,294	32,321,127	41,955,659	31,084,935	35,289,714	21,550,717
(Ratio to PY)			(104)	(96)	(84)	(69)
Y'hama	8,193,883	2,516,475	8,565,495	2,412,879	6,739,327	1,796,938
Kobe	5,093,633	2,138,627	5,238,929	2,111,508	4,279,717	1,646,727
Nagoya	4,292,352	2,007,529	4,536,940	1,975,148	3,686,278	1,339,333
Tokyo	4,058,855	2,162,502	4,478,622	2,287,745	4,239,677	2,056,817
Narita	3,441,721	3,001,228	3,275,298	3,187,891	2,948,012	2,866,024
Osaka	2,903,385	1,152,254	2,854,505	1,093,365	2,206,493	947,074
Shimizu	1,155,481	340,727	1,216,614	318,615	1,091,827	243,773
Chiba	856,815	2,766,121	911,087	2,604,273	842,694	1,424,290
Kawasaki	516,757	1,821,949	695,861	1,705,664	732,609	879,606
Yokkaichi	380,228	1,037,438	444,145	969,646	511,115	466,403
Sakai	275,562	1,037,996	259,981	915,872	151,526	496,462
Others	9,156,622	12,338,281	9,478,182	11,502,329	7,860,439	7,387,270

6: Value of Exports and Imports by Major Ports

(Unit: 1,000 U.S. dollars)

	1984		1985		1986	
	Exports	Imports	Exports	Imports	Exports	Imports
Total	170,113,888	136,503,049	175,637,772	129,538,747	209,151,151	126,407,786
(Ratio to PY)			(103)	(94)	(119)	(97)
Y'hama	34,578,622	10,641,500	35,842,366	10,037,938	39,909,624	10,559,906
Kobe	21,491,545	9,033,577	21,954,098	8,787,926	25,367,325	9,713,315
Nagoya	18,122,361	8,486,956	18,961,940	8,234,164	21,808,707	7,851,306
Tokyo	17,104,711	9,130,784	18,743,451	9,569,339	25,205,378	12,227,255
Narita	14,509,666	12,699,242	13,706,533	13,312,223	17,487,458	16,974,773
Osaka	12,242,350	4,872,345	11,931,388	4,560,267	13,060,317	5,617,953
Shimizu	4,876,491	1,439,591	5,109,379	1,324,929	6,438,608	1,436,094
Chiba	3,621,957	11,683,366	3,819,419	10,855,430	5,003,794	8,210,955
Kawasaki	2,175,272	7,691,317	2,924,985	7,112,795	4,365,603	5,064,454
Yokkaichi	1,602,101	4,386,380	1,878,264	4,022,692	3,034,828	2,672,067
Sakai	1,154,621	4,387,134	1,071,926	3,827,869	901,468	2,844,425
Others	38,634,191	52,050,857	39,694,023	47,893,175	46,568,041	83,046,096

7. Number of Container Units Handled at Eight Major Japanese Ports (1975 - 1986)

TOKYO

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975		291,349		67,395		
1976		388,746		80,722		
1977		424,874		79,656		
1978		487,205		163,297		
1979		510,579		70,168		
1980		539,793		91,712	NA	
1981		569,057		126,105		
1982		543,993		111,102		
1983		578,915		119,406		
1984	159,605	41,292	259,638	36,822		
1985	189,931	48,349	271,792	37,708		
1986	259,874	48,198	266,007	31,020		

Notes: 1975-1985 figures have been converted from freight tons into TEUs.

YOKOHAMA

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975	266,084	62,508				
1976	341,564	81,543				
1977	362,525	93,633				
1978	406,835	93,051				
1979	460,175	95,146				
1980	588,331	133,694			NA	
1981	660,531	151,971				
1982	665,765	177,484				
1983	740,949	184,219				
1984	866,373	237,959				
1985	1,053,284	274,068				
1986	1,096,393	214,105				

Note: Figures are TEUs.

NAGOYA

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975	21,663	55,740		4		
1976	27,860	69,079		18		

1977	28,000	68,830
1978	30,638	72,154
1979	39,318	81,669
1980	43,585	92,500
1981	42,822	103,551
1982	41,175	113,688
1983	56,928	140,298
1984	68,585	163,056
1985	87,755	174,147
1986	112,437	172,769

Notes: Loaded container units only. Types of 'Misc' boxes are not known.

YOKKAICHI

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975	12,466	2,061				
1976	13,279	882				
1977	9,761	876				
1978	11,706	1,055				
1979	9,721	1,251				
1980	8,101	268			NA	
1981	8,016	397				
1982	9,019	209				
1983	8,130	404				
1984	9,130	650				
1985	9,567	1,309				
1986	10,171	1,074				

Notes: Converted into TEU units.

OSAKA

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975	29,402	51,529		535		
1976	29,842	80,609		721		
1977	42,496	107,259		403		
1978	51,062	122,917		68		
1979	42,444	117,310		32		
1980	48,364	117,083		27	NA	
1981	52,784	131,481		80		
1982	66,609	136,592		19		
1983	81,549	141,766		42		
1984	94,070	152,270		44		
1985	94,598	167,075		11		
1986	91,787	171,742		9		

Note: Loaded units only.

KOBE

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975	218,616	58,807	293,635	70,021	1,111	380
1976	306,002	71,873	408,248	95,944	589	263
1977	353,355	68,516	440,109	90,947	240	101
1978	410,419	49,379	468,714	76,357	56	55
1979	362,104	41,797	442,110	63,525	24	104
1980	390,059	60,440	469,284	100,295	58	89
1981	413,660	60,271	519,574	109,185	11	19
1982	378,018	67,143	511,322	110,218	1,021	3
1983	408,246	74,373	533,614	129,669	2,166	46
1984	471,635	89,223	564,219	141,545	3,144	65
1985	486,404	105,697	547,759	126,532	940	686
1986	523,720	88,933	548,711	107,444	1,580	1,046

Notes: 35 footers are included in 40-footer column.

KITAKYUSHU

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975						
1976						
1977						
1978	231	165	1,621	1,930		
1979	450	192	2,528	985		
1980	1,470	401	5,450	1,426	NA	
1981	1,869	654	6,594	1,558		
1982	2,057	1,413	11,449	2,804		
1983	3,524	2,427	17,990	4,649		
1984	6,226	4,029	23,386	5,682		
1985	6,741	3,417	25,216	6,432		
1986	8,186	3,950	32,440	4,613		

Notes: Figures before 1977 are not available in terms of types, loaded/unloaded. 35 footers are included in 40-footer column.

HAKATA

	40'		20'		Misc Total	
	Loaded	Empty	Loaded	Empty	Loaded	Empty
1975						
1976						
1977						
1978						
1979						
1980						NA
1981						
1982						
1983						
1984	6,297	3,870				
1985	20,753	8,413				
1986	16,678	7,189	6,862	3,760		

(NA: Information not available)

Action Plan for Improving

(Continued from Page 20, Col. 2)

- Optimising the mix of complex and various inputs;
- Eliminating inefficient work practices;
- Introducing sophistication in methods by incorporating new work practices;
- Developing a strong degree of communication between management and work force; and
- Promoting active and meaningful cooperation with all interacting agencies associated with the Port.

Independently at macro-level, productivity improvement calls for action in certain key areas like national development planning, export and import policies, transport policies, price stability, public administration, market development, etc.

Increasing effective port capacity is also another way of improving productivity. Increasing port capacity by developing new facilities with capital investment may be the easiest way of doing so, but definitely not the best way for a developing country. Before committing resources for any new venture, it would be prudent to take the following simple measures involving no appreciable investment:

- Increasing gang-hour productivity by analysing delays and non-working actions;
- Increasing the hook cycle in cargo handling;
- Keeping track of scientific developments in the methods of cargo handling and adapting the same in the local situation;
- Introducing incentive schemes not only for the cargo handling workers but also for those who provide back-up services;
- Introducing night pilotage; and
- Identifying new uses for unused and under-utilised facilities and if this is not possible, to discard and dispose of them, thereby reducing the capital base.

Pricing of port services also plays an important role in improving productivity. There are two schools of thought in designing port pricing policy. While one group feels that tariffs should be structured to generate sufficient revenue for the port authority, the other group goes beyond the immediate economic goal towards the wider interest of stimulating national and regional economic development. The former is the micro-economic and the latter the macro-economic approach. Ports in France, Holland and Belgium follow the second approach.

The tariff structure by itself should act as a stimulant for generating traffic. Flexibility in the fixing of tariffs should be in-built and ports should have the liberty to hire out equipment that is otherwise idling, at a concessional tariff if traffic generation is assured and if the basic operating cost is forthcoming.

In our situation, we may not attract more cargo by reducing tariffs alone as we cannot influence the total transport cost. The inland transport infrastructure in our hinterland is not adequately developed and the cost control in that sector is beyond our means.

Besides, the hinterland of each port in India is more or less well defined and the distances between the adjacent ports are so considerable that mere reductions in tariffs in one port may not actually attract cargoes which ought to have been fixed for another port. Rather than lower port tariffs and even some reduction in total transport costs being effective, in fact the industrial and commercial changes in the region will influence the volume, origin and designation of cargo more favourably. Therefore the port should also go out of its normal operations and act effectively towards the commercial and industrial development of the hinterland. Policies of the Government and other institutions also contribute very much to the increase or decrease of throughputs.

Marketing Port Services

Marketing is a total system of interacting organisational activities by which the demand structure for goods, ideas and services is managed in order to facilitate the exchange process satisfactorily. Efficient marketing leads to better capacity utilisation and the sound financial health of the port. It can also provide direction for the growth and development of the port. British and continental ports lay great emphasis on marketing. In fact, their most important commercial activity is marketing. However, marketing in our Ports is still in a nascent stage, and even the existing marketing activities are not producing the desired effect. The two main reasons that could be identified for this are:

- Our Marketing is not backed by continuous market research
- Our marketing activities are not broad-based.

Market Research

Market Research forms the basic foundation and pro-

(Continued on Page 26, Col. 3)

International Maritime Information

WORLD PORT NEWS

Le Havre to Host European Congress on Port Management

In the spring of 1988, Le Havre will host an international ports congress aimed at exploring the respective roles of the private and public sectors in port management.

Interports 88, the second European Ports Congress, will take place Apr. 7-9, under the auspices of the Le Havre Junior Chamber (Jaycees). Its theme is "Public Sector and Private Initiatives in Port Management." The event is aimed at all members of port and maritime professions: port authorities, transit and shipping companies, warehouses, transporters, from throughout Europe and other continents as well. It is also open to all Jaycee members, who number 7,000 throughout France. Congress sessions will be translated from French into English.

The first event of its kind in France, Interports 88 was inspired by a similar congress held in Antwerp in May 1986. The Le Havre Jaycees collaborated with the Antwerp Jaycees in organizing the earlier congress, which attracted 400 registrants. The French organizers expect attendance of 500 for Interports 88.

The three-day agenda is divided into three "commissions." Commission I will take up the congress's overall theme of public and private initiatives in ports. Speakers will focus on such questions as *What is required of a port? How is a port judged? How can ports be promoted?* This portion of the congress also will discuss secondary ports: comparison of the structures in other EEC countries, and public and private investors.

Commission 2 is devoted to relations between ports and the public at large. It is intended to establish a broad debate on the following points: *Is the population fully informed about port activities? What means of information are available to the public? How can the population be mobilized around the life of the port?*

Commission 3, which covers adapting to new technology, will take up the human problems connected with technical evolution in ports. Questions to be considered include, *What is the future of port professions faced with new technology? Are we heading towards a complete robotization of machinery?* Security and training matters also will be discussed within Commission 3.

An exhibition will be offered as part of the program.

An organizing team has been established in Le Havre, led by Jean-Paul Cocq, director of Interports 88. Readers seeking further details about the congress may write to: Jeune Chambre Economique Du Havre, Le Havre Jaycees, Palais de la Bourse, 76600 Le Havre, France.

Ports & Terminals Conference in NY

An overflow attendance of ocean carriers, port managers, planners, engineers, rail carriers, agents, stevedores, shippers and receivers is expected at the "WWS/Ports & Terminals '88" conference to be held, once again, at the Downtown Athletic Club in New York, May 31-June 3.

Organized by Mr. Lee di Paci, publisher of WWS/World Wide Shipping, the Conference has attracted fourteen Co-operating Sponsors including the American Society of Civil Engineers, the International Association of Ports & Harbors, the International Cargo Handling Coordination Association, the Ports & Waterways Institute, the National Association of Stevedores, the Nat'l Customs Brokers & Forwarders Assoc., the National Export Traffic League, the National Federation of Export Associations, the National Association of Export Companies, the North Atlantic Ports Association, the Port Authority of NY&NJ, the Society of Marine Consultants, the U.S. Department of Commerce/Foreign Trade Division, the Federal Maritime Commission and the USDOT/Maritime Administration.

The first subject "Global Trends & Policies for Major Container Facilities" will include, as panelists, Mr. James H. McJunkin, Executive Director, Port of Long Beach; Mr. James J. O'Brien, Deputy Executive Director, Port of Oakland; Mr. Issac Shafran, Deputy Port Administrator, Maryland Port Administration; Mr. J. Robert Bray, Executive Director, Virginia Ports Authority; and Mr. Michael Morse,

Action Plan for

(Continued from Page 25, Col. 2)

vides useful direction for action. It can pinpoint worthwhile traffic, port routing and reasons for the same. It can also guide us as to who decides or influences port routing. It also helps in developing up-to-date and effective port information. Our ports should conduct market research on a regular basis. In India, organisations like STC, FCI, NMTC, Coffee Board, Tea Board, etc. influence the cargo volume and port routing considerably. Scientific market research data in hand will enable us to convince and pursue these organisations more effectively to get their cargo through a port at minimum overall cost.

Port Promotion Council

Port Promotion in India is done mainly by the Port Trusts. There is a need to base port promotion activities broadly by forming Port Promotion Councils, by involving stevedores, shipping and forwarding agents, etc. in order to make the impact deeper and wider as has happened at the Ports of Rotterdam, Antwerp, Zeebrugge, etc. Port-shipping-forwarding delegates should be appointed and visits to current and potential customers should be organised.

A concerted effort on the above line, it is felt, will definitely improve the managerial and operational efficiency of the Indian Ports, bringing them on a par with the ports of developed countries.

President, Atlantic Container Line.

The second phase of this program for Mid-size Container facilities will be moderated by Mr. Anatoly Hochstein, Director, Ports & Waterways Institute. Panelists include Mr. Benson Murphy, Port Director, Port of Palm Beach; Mr. James H. Pugh, Director, Port of Houston Authority; Mr. Harry G. Plomarity, Executive Director, Port of Corpus Christi; Mr. William O. Gohlke, Chairman, Independent Container Line Ltd. and Mr. Ron Katims, President, Container Transport Technology.

The third major panel of the day will feature Mr. John A. McWilliam, President, Toledo-Lucas County Port Authority as moderator of the "Global Trends and Policies for Breakbulk Facilities and Services." Panelists include Mr. Ray Heinzelmann, Port Director, Delaware River Port Authority; Mr. Peter Reixach, General Manager, Port of Freeport; Mr. John J. Farrell, President, International Terminal Operating Co. Inc.; Mr. O.L. Selig, Financial Consultant; Mr. John E. Ricklefs, Mr. Frederic R. Harris and Mr. Emmet Holden, Principal, Cresap.

Thursday's program will cover "Development and Operation of and Intermodal Facility." This panel will be moderated by Mr. Marty Pilsch of WWS/World Wide Shipping. Panelists include Mr. Peter I. Keller, President, CAST North America (1983) Inc., Mr. David Starling, Vice President, In-Terminal Services and others.

ICHCA-USA will host ICHCA International's 'Board of Directors' annual meeting and will jointly sponsor and moderate a panel reviewing "The Growing Volume of International Air-Sea Intermodal Traffic." This panel will be followed by Mr. Carmen J. Lunetta, Port Director, Port of Miami who will review "Non-Intermodal Port Competing Services." The National Association of Stevedores will moderate a panel cover "Terminal Operations."

On Friday, two panels of interest to shippers/receivers are scheduled. The first will analyze the "Value of Shipper Associations." Panelists include Mr. Paul Wegener, Vice President, M.G. Maher & Co., and Mr. Ralph Chew, President, National Association of Export Companies. The second panel will cover "Traffic Departments — Profit Centers or Liabilities?" moder-

ated by Mr. Anthony Barone, Warner Lambert International, with panelists including Mr. Axel O. Velden, Director, Export Division, Johnson & Johnson International; Mr. Harold G. Brauner, President, N.Y. Foreign Freight Forwarders & Brokers Association; and Mr. Robert Quinn, Principal, Temple, Barker & Sloane.

An important panel, moderated by Mr. Paul Richardson, President, Richardson Associates, Inc. will review "Strategic Planning for Liner Carriers." Panelists include Mr. Henry S. Marcus, Associate Professor of Maritime Issues, Massachusetts Institute of Technology and invited CEO's of liner carriers.

Mr. Thomas F. Moakley, Commissioner, Federal Maritime Commission, will join Mr. John Gaughan, Administrator, Maritime Administration, Cmdr. Rick Larrabee, U.S. Coast Guard, Mr. James F. Rendeiro, Regulatory Affairs Committee, National Customs Broker & Forwarders Association as panelists on the "Regulatory Outlook for 1988-89."

Luncheon speakers will include Mr. William Zive, U.S. Borax & Chemical Corp., Los Angeles, Mr. John W. Lind, Director, Corporate Transportation and Distribution, Corning Glass Works, Corning, NY (also a Vice President of the National Industrial Traffic League) and on Friday, Mr. Richard L. Barovick, Director, National Federation of Export Associations.

Additional information may be obtained by contacting Lee di Paci, Conference Chairman, "WWS/Ports & Terminals '88" 77 Moehring Drive, Blauvelt, NY 10913, or call (914) 359-1934. For Exhibit information contact Bob DiPaci, (914)358-3813.

AAPA Strategic Planning Seminar March 16-18

The American Association of Port Authorities (AAPA) will hold its first Strategic Planning Seminar exclusively designed for port authorities on March 16-18, 1988 in Miami, Florida.

The Association represents virtually all of the public seaport agencies of the United States as well as the major port agencies of Canada, Mexico, Central America, South America and the Caribbean Sea nations.

AAPA's Strategic Planning Seminar,

which is open to AAPA members as well as non-members, promises to be a landmark event. With speakers from across the nation and around the world, the participants can expect first-hand advice on the promises and pitfalls of strategic planning for ports.

Organized by AAPA's Planning and Research Committee, the seminar plans to bring together port directors as well as carriers, shippers and other stakeholders for debate and exchange of views on the latest developments in the field. The program will feature over thirty speakers who will appear on ten panels including: "The Macro Environment," "Technology Trends," "The Ports' Experience with Planning," "The Planning Process," "Marketing" and "Planning for the 21st Century."

In announcing plans for the seminar, AAPA President Erik Stromberg said: "Public port professionals are increasingly aware of the importance of strategic planning in our highly competitive port industry. This seminar has been designed to fully explore developments, both within our industry and outside it, that will have significant bearing on the conduct of future port operations."

Participants attending the conference can look forward to receiving a copy of the recently completed "Major Port Issues Survey" which identifies the strategic issues facing Western Hemisphere ports and how ports are responding to those issues.

Registration is \$255 each for AAPA members and \$295 for all others. For more information, or to register for the seminar, contact AAPA, 1010 Duke Street, Alexandria, Virginia 22314: (703) 684-5700

Marina Conference at Southampton in Sept. '89

The First International Conference on Marina Design and Operation, which has the full support of NYHA, will be held at Southampton University in September 1989 and will cover all aspects of marina design and construction.

The following topics will be discussed:

- Feasibility studies and site investigation
- Physical model studies
- Mathematical models

(Continued on Page 32, Col. 1)

Port Computerization Achievements to Be Assessed in Montreal

In 1985, the Port Forum and Training Institute of the Port of Marseilles Authority (France) staged a seminar on port computerization, which proved to be very successful. Representatives of 11 ports from eight different countries came to Marseilles to assess the situation concerning the computerization of port activities and to analyze its trends. Many of the participants expressed a wish that similar presentations should be organised in the future.

For some time, the St. Lawrence Development Secretariat (Québec Government), in close co-operation with the St. Lawrence/Great Lakes Maritime Forum, has intended to stage an exhibition/conference on the same theme in Montreal.

Thus, the St. Lawrence Development Secretariat and the Port of Marseilles Authority decided to join forces to organize an international Exhibition-Conference-Seminar on port computerization, in Autumn 1988 in Montreal, under the title of INFOMAR 88.

1. Objectives

1.1. The Exhibition:

Intended for participants in the Conference and Seminar, it will show — and demonstrate where possible — computer applications related to port activities and to the general operation of transport chains in ports.

Exhibitors: are invited to exhibit, from around the world:

1. Port administrations and business concerns, ports cargo-handlers, forwarding and maritime agents, customs, piloting/tug operators/mooring establishments, etc. ...

2. Administrations and business concerns involved in the control of maritime traffic, security and risk prevention — the battle against fire and pollution — logistics, maritime, river, road and railway transport control and regulation.

3. Shippers and receivers of merchandise transported via waterways.

4. Computer service companies, universities and research centers which have designed and implemented applications for port activities or transportation chains in port operations.

5. Port installations and equipment designers and manufacturers, research departments, civil engineering companies, port-handling equipment manufacturers, etc.

6. Hardware and software companies, especially those used to work with ports.

7. Other transport infrastructures' representatives, such as those from air, railroad and road transportation. Their integration in the intermodal transport system being essential, the analogy between these facilities' computer applications and those of ports should prove to be interesting.

1.2. The Conference:

This event will attempt a **theoretical, technical, economic and social** assessment as well as a prospective analysis of port computerization achievements worldwide.

The Conference intends to provide especially for the administrations and business concerns involved in the port sector, maritime trading and intermodal transport system, an effective way of **exchanging information** about the contents of their achievements and projects.

It also intends to be a means of **exchanging and reflecting on**:

- The justifications of these achievements and projects;

- The problems — especially social — encountered during the preparatory stage and those created by their application;

- The consequences — particularly economic and financial advantages — for port administrations and the business concerns, merchandise shippers and consignees, intermodal transportation and international traders, as well as consumers; and

- The conditions for their development.

1.3. The Seminar:

This seminar intends to favour high-level international exchange between the promoters, architects and users of port computerization.

It is hoped that systems promoters, architects and users whose systems analogy to port systems are interesting will participate in the seminar.

Here, reflection is definitely centred on the medium and long term:

- Development prospects for hardware, software and data transmission systems offered by the trends in the evolution of techniques;

- Projects currently under study in ports and in various links in the intermodal transportation chain;

- Evolutionary trends of the trade and international transportation structures, and of the forms and regulations that will constitute the environment for tomorrow's computer applications; and

- Normalization of commercial data transmission systems.

2. Spheres of Interest

Computer applications — including teleprocessing, databases, artificial intelligence, microcomputing, office automation, robotics, etc. — designed for port activities, operation of transport chains and international trade conveyed through ports.

Particularly relevant in this field are:

- Port-to-port data exchange;

- Maritime transportation tenders data transmission;

- Information and document flow movements between the many intermodal transportation and trade representatives;

- Port ingoing & outgoing traffic regulation and control — ships and other means of transportation;

- Hazardous goods traffic control;

- Fire and pollution fighting and prevention;

- Ship, passenger and merchandise security;

- Design, operation, management and maintenance of port installations and equipment;

- Customs, administrative, sanitary and police control of cargo, passengers and crews.

- Internal management of port administrations and business concerns; and

- Scientific applications in ports.

3. Audience

The audience invited to INFOMAR 88 is composed of:

- Business concerns and administrations in charge of, or participating closely or more remotely, in ship, passenger or merchandise port transit: institutions in charge of ship approach, security and — risk prevention — fire and pollution fighting — port establishments, forwarding and maritime agents, piloting/tug-operators/mooring companies, cargo-handling, customs and others administrations, etc.

- Other intermodal transportation

operators in charge of goods in transit through the port: shippers and receivers, shipowners, ship managers and maritime conferences, road, air, railway and river transporters, forwarding agents and related transportation infrastructures' managers;

- Hardware & software manufacturers;
- Service societies, universities and research centers specialized in port computerization;
- Designers, research departments and port equipment manufacturers.
- Ministries, administrations and municipalities interested in port computerization development;
- Chambers of commerce, professional associations, syndicates concerned with port computerization development; and
- Maritime and port training organizations.

4. Concrete Facts

This port computerization Exhibition/Conference/Seminar will take place in Montreal, at the Queen Elizabeth Hotel, from Monday, October 31, to Friday, November 4, 1988.

The Exhibition will open on Monday and close on Friday. The setting-up of the stands, the registration for the Conference/Seminar and the official exhibition opening, are scheduled for Monday.

The Conference/Seminar is due to start on Tuesday and end on Friday and will be held near the exhibition site. Tuesday and Wednesday morning will be reserved for the Conference, and Thursday and Friday morning for the Seminar.

Working languages for the Conference/Seminar will be French and English.

All written material will also be in French and English. Simultaneous translations of the addresses and discussions will be available in both languages.

PORTS '89 Calls for Abstracts

AN INVITATION: Prospective authors are invited to submit abstracts for papers on "Ports in the 20th Century, Where have we been—Where are we going?" Proposals for complete sessions or panels on any of the topics

as well as individual papers are requested.

CONFERENCE SPONSOR: The Committee on Ports and Harbors of the Waterways, Ports, Coastal and Ocean Division of the American Society of Civil Engineers.

COOPERATING ORGANIZATIONS: The following organizations have accepted invitations to be Cooperating Organizations—The Boston Society of Civil Engineers Section of ASCE, the United States Navy, the United States Coast Guard, the International Association of Ports and Harbors, British National Committee of PIANC, Ports Canada, The Society of American Military Engineers, American Concrete Institute, National Association of Corrosion Engineers.

PUBLICATION: All Conference papers will be published in the Conference Proceedings.

PROPOSED SESSION TOPICS:

Container Terminal Design and Operation;
Bulk Handling Facilities;
Petroleum Terminals;
Military Facility Designs;
Marina Design;
Small Boat Harbor Design;
Dry Dock Design and Operation;
Commercial Waterfront Development;
Waterfront Residential Development;
Public Access Facilities in Ports;
Port Dredging;
Materials for Waterfront Structures;
Inspection of Port Facilities;
Maintenance and Repair of Port Facilities;
Environmental Concerns in Port Design;
Modelling and Simulation;
Geotechnical Problems in Port Structure Designs;
Handicapped Access in Port Design.

DEADLINE FOR ABSTRACTS:

To be eligible for consideration, abstracts must be received by June 15, 1988.

SEND ABSTRACTS AND CORRESPONDENCE TO:

Kenneth M. Childs, Jr.
Childs Engineering Corporation
P.O. Box 333
Medfield, MA 02052
TELEPHONE CONTACT:
Kenneth M. Childs, Jr.
(617) 359-8945
After July 1, 1988:

(508) 359-8945

Alexander Surko, Jr.
Massachusetts Port Authority
(617) 973-5342

SUBSEQUENT DEADLINES:

Notification of Acceptance: August 1, 1988

Submittal of camera-ready copy of papers: December 15, 1988

ABSTRACT CONTENT: Abstracts should be not more than two pages double-spaced and must include the names, addresses and telephone numbers of all of the authors. If there is more than one author, one of the authors must be specified as the contact member. Prospective authors must include in their abstracts the major points to be covered and must provide a description of how their proposed paper will be of value to the Conference. If a complete session or panel is proposed, abstracts must be submitted for each paper together with a covering abstract for the whole session or panel. Each abstract must contain the commitment of the authors to present the paper in person at the Conference and the commitment of the authors to meet Conference deadlines.

Pacific Transport Conference in June

Pacific Transport, Freight & Distribution Conference June 20-23, 1988, The Raffles City Convention Centre, Singapore

Taking as its theme Transport in the Asia/Pacific Region the Conference will be divided into separate sessions covering Aviation, Shipping, Urban Transportation, Freight and International Tourism. Movement of freight, within, as well as to and from, the region will get special emphasis. Eminent speakers who have accepted invitations to present papers are:

Transport in the Pacific Region an Overview: The Hon. Dato' Dr. Ling Liong Sik, Minister of Transport Malaysia

Aviation Developments in the Pacific Region: Dato Abdul Aziz Abdul Rahman, Managing Director, MAS; Chairman, CIT, Malaysia Section

Shipping Industries — the World Scene: James G. Davis, Chairman, International Maritime Industries Forum; Chairman, SITPRO, Director, Kleinwort, Benson

Air Cargo: a Vision of the Future:

Geoff Bridges, Managing Director
Cargo, British Airways

Potential Development in "Through
Freight" Movement: Warwick Lewis,
Chairman, Freightways Group and
New Zealand Railways Corp.

Logistics & Control — the For-
warders Approach: Jim White, FIFF,
Chairman, Surface Transport Institute,
FIATA

The Effects of Pacific Airline De-
velopments in World Aviation: Alastair
Pugh, CBE, Exec. Vice President,
British Caledonian Group

The Role of Singapore in Transport
Development in the Pacific: Goon Kok
Loon, Deputy Director, Port of Sin-
gapore Authority

Bulk Shipping in the Pacific Region:
Dr. Helmut Sohmen, Chairman, The
Baltic International Maritime Confer-
ence; Chairman, Hong Kong Ship-
owners Association; Chairman, World
Wide Shipping Agency, M.D., Dragon
Air

For further information please con-
tact:

Jan Hillman

Event Director

Pacific Transport, Freight and Dis-
tribution

World Trade Promotions Limited

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New Publications

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Violence at Sea

Editor: Eric F. Ellen, QPM.

Terrorism has already had a signif-
icant adverse effect on the maritime
industry and it was to examine the
impact of this damage that the ICC
International Maritime Bureau ar-
ranged a workshop at the San Jose State
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The Americas

Fraser Port Planning New Transfer System

Fraser Port has approved plans to
build a state-of-the-art intermodal
transfer facility in Surrey to be opera-
tional by late 1989 or early 1990.

"When completed we will offer the
most complete intermodal facility with
marine, road, rail and air access all
within easy reach," Mr. Bill Vogel,
Chairman of the Fraser River Harbour
Commission, commented. "This facility
will be a definite plus in promoting
economic development and generate
new jobs," he continued.

"There is not a comparable full-scale
intermodal transfer facility on Canada's
West Coast. With this new installation
at Fraser Port, we will be able to make
up trains on the dock and send them
off without the constraints of going
through downtown Vancouver and
using the railway bridge over the Fraser.
Because of our location away from the
city centre, we can knock hours off any
movements in an operation where time
is the most critical element," Mr. Vogel
stated.

"This is our answer to attract sig-
nificant amounts of cargo to a Canadian
Port," stated Mr. Rick Pearce, Port
Manager and CEO for the Fraser River
Harbour Commission. "Currently U.S.
West Coast ports handle about 60%
of Canadian import containers and 40%
export containers from Canadian
shippers. This business as well as new
cargoes is what we are going after,"
Mr. Pearce continued.

Shipping lines and shippers have
stated that a major cause of this di-
version of business to the U.S. ports
is the failure of Canadian West Coast
ports to develop suitable facilities and
services to compete.

Fraser Port's intermodal yards will
be constructed on 16 hectares, part of
a new 56.6-hectare terminal site recently
assembled by the Commission, imme-
diately downstream from the Pattullo
Bridge. It is adjacent to the Fraser
Surrey Docks general cargo terminal,
operated by Johnston Terminals Ltd.,
28 kilometres from the mouth of the
Fraser.

The size of the new yard will allow

handling of unbroken sets of unit container trains and direct two-way transfer of containers between ships and railcars.

The terminal will be easily accessible to Canadian National, CP Rail, Burlington Northern and B.C. Hydro. The immediate proximity of major trans-continental highways will link the facility by road to all Canadian and U.S. points with sea/air connections to Vancouver International, Abbotsford and Boundary Bay Airports.

"With the new site and Fraser Surrey, Fraser Port already has the container capacity, the road and rail access, in addition to a vast storage area, warehousing, back-up space and related

facilities. What we are doing is putting this all together and marketing a total transportation system," Mr. Pearce continued.

"A delegation of executives from Fraser Port, operating companies of Port facilities, the railways and the Longshoremen's Union just returned from the Far East. We were well received and as a result already have clients prepared to use the new intermodal facility.

"We also have the support of the nine municipalities in which the Commission has jurisdiction as the new intermodal terminal will create employment and other benefits for their areas," Mr. Pearce concluded.



(From left) The Hon. Jean Marchand, acting Chairman of the Board, Port of Québec; Captain Manuel Punsalang; Mr. Ross Gaudreault, General Manager and Chief Executive Officer, Port of Québec; and Mayor Jean Pelletier of Québec.

Eleni M Wins Gold-headed Cane at Québec

The Maltese flag vessel *Eleni M* won the 1988 gold-headed cane at the Port of Québec, when it called on January 1 to load 27,000 tonnes of Canadian wheat at the Bunge of Canada grain elevator. Ramsey Greig and Co. were the ship's agent. Captain Manuel Punsalang, master of the ship, was honoured to receive the prize, stating at the presentation ceremony that "such an occasion comes only once in a lifetime."

The story of the gold-headed cane, presented to the captain of the first ocean-going ship of the year arriving from a foreign port, dates back to the 19th century at the Port of Québec. According to tradition, merchants offered a gold-plated snuffbox, or a gold-headed cane, as a trophy to promote trade.

In the 19th century, it became the source of intense rivalry among ship captains. A large number of vessels gathered in the Gulf of St. Lawrence at the end of each winter, waiting for favourable winds and currents to begin the race to Québec. The gold-headed cane remains a much-coveted prize. Since the inauguration of winter navigation on the St. Lawrence in 1959, it is awarded in January.

In 1981, the Port of Québec and the Corporation des artisans de Québec worked together to present a cane that would symbolize the history of the port and the culture of its region. Andrée Veilleux, a ceramist from Cap-Rouge, produced a unique cane fashioned from maple. It boasts a white porcelain cylinder on which the artist uses silk-screen printing to depict the port as it once was and as it is today, along with the port logo and coat of arms. The blue turquoise images symbolize the sea and, of course, the cane features the gold-plated head for which it is famous.

40% Tonnage Increase In 1987 in Québec

With tonnage up by more than 40% and all major sectors of activity on the rise, 1987 was a year of growth and investment at the Port of Québec.

Speaking at the annual presentation of the gold-headed cane, awarded to the captain of the first ship of the year, Port of Québec General Manager and Chief Executive Officer, Ross Gaudreault, praised the port community for rebounding vigorously following the settlement of a difficult labour dispute in February 1987.

"Maritime employers and longshoremen have worked together to attain a common goal and provide quality service to shippers," he stated.

The Port of Québec handled 16,834,000 tonnes of cargo during the first eleven months of 1987, compared to 11,870,000 tonnes from January through November 1986, a year marred by a work stoppage during the last quarter. According to preliminary statistics for the month of December, port activity should total 18,000,000 tonnes in 1987.

"We are obviously proud of such a complete recovery," added Mr. Gaudreault.

The overall record for cargo handled at the Port is 18.1 million tonnes, attained in 1981; from 1982 to 1985, an average 16 million tonnes of cargo were handled annually.

The Port of Québec's vocation as a bulk transshipment centre was once again highlighted in 1987.

"Our deep water advantage is essential to the port's growth. Most vessels of 50,000 deadweight tonnes and more are unable to navigate fully loaded on the St. Lawrence River upstream from Québec City," pointed out Mr. Gaudreault. "The Port of Québec can handle ships three times that size, while offering direct access to the CN and CP rail systems. No other port on the St. Lawrence can receive 150,000 deadweight tonne ships and provide complete intermodal transportation service."

More than eighty percent of bulk cargos such as iron ore, coal and grain are carried by vessels in the 100,000 deadweight tonne range. With berths offering 15 meters of water at low tide, Québec is obviously well positioned to

capitalize on the growing use of deep draft ships in maritime trade.

Québec Competitive In World Grain Trade

A massive international surplus has the world's grain exporting nations locked in a bitter struggle to sell their produce. While unfavourable market conditions have weakened traditional outlets for grain handled at St. Lawrence River ports, Bunge of Canada, operator of a 225,000-tonne storage capacity terminal, has maintained the Port of Québec's competitive position in the grain export trade by focusing on handling speed and its ability to receive deep-draft vessels.

In recent years, the international market for wheat has been characterized by generally favourable growing conditions, the entry of new countries into the export trade and a protracted subsidy war between the United States and the European Economic Community. The result has been overproduction and a consequent fall in prices.

Marina Conference

(Continued from Page 27, Col. 3)

- Hydraulic aspects with regard to coastal considerations
- Siltation and dredging
- Environmental aspects of marina development
- Pollution control
- Navigation considerations
- Marina architecture including the integral village complex concept
- Services and equipment
- Case studies of marina developments
- Design and construction
- Computer packages available for analysis design and management
- Breakwaters
- Layout of marinas
- Maintenance of marinas
- Security
- Planning and legal aspects

Further information can be obtained from:

Liz Newman, Conference Secretary
Computational Mechanics Institute
Ashurst Lodge, Ashurst
Southampton, SO4 2AA
England
Telephone: (042 129) 3223
Telex: 47388 Attn COMPMECH
Fax: (042 129) 2853

Québec's Strategic Position

In Canada, the west coast ports have steadily increased their market share.

For the 1986-87 crop year, 53% of grain exports were handled by the ports of Vancouver and Prince Rupert, compared to 40% in 1982-83. The Canadian Wheat Board's marketing programs have progressively targeted the growing Pacific Rim markets, while the nations of Western Europe, a traditional destination for grain handled at St. Lawrence ports, have become exporters in the wake of government subsidies.

In this difficult global and national context, the Port of Québec has remained competitive by fully capitalizing on the advantages it offers shippers.

A deep-water port capable of receiving vessels of more than 150,000 deadweight tonnes, Québec alone on the St. Lawrence offers a location at the natural transshipment point between ocean and river navigation combined with a truly year-round intermodal link to the prairies.

The grain elevator operated at the Port of Québec by Bunge of Canada is one of the fastest and most efficient in North America.

Grain from western Canada is carried to the elevator by self-unloading vessels, conventional lake barges and unit trains for a combined intermodal unloading capacity of 5,500 tonnes per hour. Ocean-going ships are in turn loaded at the rate of one tonne per second.

The Outlook

After a record-breaking world harvest for the 1986-87 crop year, the United States Department of Agriculture (U.S.D.A.) anticipates a decline in production during the current crop year. Given the gloomy forecast for wheat prices, acreage planted in wheat has been reduced or committed to other crops in Canada and Australia.

It is estimated that poorer growing conditions will further reduce the harvest by 4%*, while a 5%* increase in international trade will also contribute to a decline in the worldwide stockpile of wheat. These factors will, of course, promote a more favourable balance between supply and demand. The volume of wheat traded will largely depend on the harvest in the U.S.S.R., principal client of the Port of Québec.

While production of secondary grains (corn, barley, oats...) is also expected

to decline by 4%*, no increase in volume traded is foreseen.

As the most efficient grain export centre on the St. Lawrence, with exceptional geographic location, high-performance infrastructure and excellent intermodal links, the Port of Québec stands to benefit from more favourable market conditions. The prospect of strong exports of Canadian grain coupled with Soviet, South American and European imports as shown by the accompanying U.S.D.A. statistics, will confirm the Port of Québec's strategic position.

* Estimates as of September 10, 1987, United States Department of Agriculture

International Wheat and Wheat Flour Trade Principal Importing Countries

	1987-88*	1986-87
Far East	17.7 M	(25.8)
U.S.S.R.	17.0 M	(16.0)
Africa	14.9 M	(14.9)
Latin America	8.8 M	(8.4)
Middle East	8.8 M	(8.7)
Eastern Europe	3.6 M	(4.2)
Western Europe	3.3 M	(3.1)
Others	10.4 M	(8.6)
Total	94.4 M	(89.8)

Principal Exporting Countries

	1987-88*	1986-87
United States	33.5 M	(28.4)
Canada	20.5 M	(20.8)
E.E.C.	15.5 M	(15.0)
Australia	13.0 M	(14.9)
Argentina	5.0 M	(4.3)
Others	6.9 M	(6.4)
Total	94.4 M	(89.8)

Total Development of Port of Ponce Underway

The Port of Ponce is unique. It is the only port in the Island of Puerto Rico operating under a Board of Management of seven members appointed by the City Mayor; not under the State Government's control. Its coordinates are 17°58' N latitude and 66°30' W longitude. Principal access to the harbor consists of a main channel 1/2 mile wide, 2 miles long with a depth ranging from 50 to 150 feet. Present facilities include eight piers; six warehouses; two container terminals with one PACECO CRANE for container handling; one 2-story office building and over 300

(Continued on Page 34, Col. 1)

AAPA in An Era of Change

By Carmen J. Lunetta

**AAPA Chairman of the Board
Port Director, Port of Miami**

Over the course of the past forty years, the American port industry has been characterized by immense and profound change. With the change that has occurred in our industry, there have come numerous methods of measuring and defining it; technological evolution, the rise of containerization, advances in intermodal shipping, the breakthrough in ship design, and new perceptions in port-labor management.

No matter what fluctuations have taken place in the industry, they have too often been thought of as "problems." And as significant as they might have been, our perception of them as "problems" has, in a very real sense, limited our abilities to capitalize upon them to prepare for the future and the challenges it will inevitably bring.

Assuming the chairmanship of this dynamic organization is an honor and a tremendous challenge.

We are but 13 years shy of the turn of the century. The times in which we live and manage our seaports are not easy. Our decisions, as we plan for and prepare to enter the 21st century, are influenced by numerous events that occur all around us; political, social, economic, and technological consideration must be thoroughly considered by port managers. Ours is no longer the simple task of moving cargo. Our constituencies have expanded, along with our responsibilities.

Now, more than any time in the past, we must also expand our horizons and perceptions of the changes that have propelled us to this point. Through strong leadership, past chairmen of the AAPA have done excellent jobs addressing the organizational structure, facilitating communication, and defining future roles we should play. But we have now reached the "future" and this mature organization should become issue-oriented — heard in the Capitol loud and clear!

We should be concerned about the several smaller trade bills now being considered in Washington. I see in them the possibility of inadvertently slighting

our trading partners in the Caribbean. This would be a huge and costly mistake. U.S. legislators need to be particularly sensitive to the needs of our neighbors to the south as they work on the larger trade bill.

President Reagan's Caribbean Basin Initiative (C.B.I.) is now four years old. This landmark legislation has made significant strides toward fostering a climate of free trade. I think, though, that growing protectionist sentiment in Congress constitutes a potential threat to the C.B.I. and trade at large.

During the year that I will chair the AAPA, trade and the Initiative will be a paramount among my concerns, and I will work toward the accomplishment of the following goals:

- Establishment of an AAPA educational campaign targeted at Washington.

- Creating a spirit of cooperation among our ports with our neighbors in the Caribbean and the southern hemisphere.

As we ponder the path to the future, let us keep firmly in mind that we can take a great step forward by planning for it today. We have the ability to make progress work for us rather than against us.

And we have the ability to work together, no matter our intra-industry differences. We need only to resolve that we will make this happen — today — and tomorrow, the AAPA is preparing to cross that threshold of a dream.

(AAPA Advisory)

"Outlook Is Bright for Competitive Ports"

The U.S. seaport industry can look to 1988 with optimism tempered by caution, says Mr. James D. Pugh, executive director of the Port of Houston Authority.

"The signs are encouraging, and the outlook is bright for ports that are flexible and competitive," Mr. Pugh says. "Recent developments have shown that, despite a volatile world market, prosperity is possible."

In 1987 many U.S. ports reported impressive tonnage increases; some even posted record numbers, Mr. Pugh notes. At the Port of Houston, figures for the first 11 months indicated tonnage was up 7 percent from 1986. The Port of Houston Authority, which op-

erates the port's public facilities, recorded a 15 percent tonnage increase for the same period.

"An important sign of continued recovery in the industry is the renewed confidence many ports have in their own futures," Mr. Pugh says. "Long-delayed expansion and improvement projects are being taken off the shelves and put back on the agenda." In Harris County, Texas, for example, voters recently approved the sale of \$100 million in bonds to be used for Port of Houston improvements. Eighty percent of the funds will be used to finance expansion of the Port Authority's Barbour's Cut Container Terminal, with the remainder to be used for the improvement of general cargo and bulk facilities.

"In the years ahead, each port's future will be closely linked to its ability to offer specialized, state-of-the-art facilities," Mr. Pugh says. "The changing face of trade has created special demands. Innovative computer applications — both for cargo control and database management — have become an increasingly vital avenue to efficient and economical service. Container ships being built today require more than four times the upland support area that is needed for vessels built in the 1960s. Bulk vessels with a 100,000-ton deadweight capacity are increasingly common," Mr. Pugh notes, "and these carriers require more berthing area, deeper channels and the most modern cranes available."

"Cargo diversity will continue to be an important barometer of a port's ability to increase or maintain its market share," Mr. Pugh says. "At the Port of Houston, we've been particularly mindful of this point. The plunge that oil prices took some months back could have left us running for cover. But we had already concentrated on expanding our cargo base, and we emerged financially sound."

Today, crude petroleum tonnage is up 25 percent at the Port of Houston. Other significant increases the port has posted are: grain, up 78 percent; industrial chemicals, up 17 percent; and containerized cargo, up 20 percent.

"The economic picture for the U.S. maritime industry has become increasingly positive," Mr. Pugh says. "The cargo is out there for the port that keeps a keen eye on industry trends and adapts accordingly."

Total Development

(Continued from Page 32, Col. 3)

acres of land. Commodities being handled at present are: general cargo, lumber tuna fish, coal, LPG, fuel, scrap paper, etc. The Port operates seven days a week, 24 hours a day, except New Year, Good Friday, and Election Day (every four years). There are three Steamship Agents equipped with the most modern equipment and skilled personnel to handle not only an efficient operation but also all other related matters such as customs clearance, documentation, food and supplies, etc.

Renovation and total development of the Port is underway in conjunction with the City's program to revitalize



Jose S. Gonzales
Port Director
The Port of Ponce
Puerto Rico

the Tourism Industry and Commerce in the Southern Region. To accomplish this goal, the City Administration and the Board of Management of the Port of Ponce are pursuing the following projects, among others, expected to be completed in the year 1988.

- Dredging of the bay to a minimum depth of 36 feet.
- Construction of one Cruise Ships' berthing facility for two vessels of 700 feet long connected to a passenger terminal inland by a 1600-foot concrete pile-supported walkway. Passengers would be transported from and to the vessel in a "Mini-train" with a carrying capacity of 24 adults each.
- Provide for Ship Chandlers Services and Vessels' minor repairs.
- Conversion of one existing building to a passenger terminal for handling approximately 800 passengers with all facilities; i.e., Customs, Immigration, Agriculture, Baggage Handling and Claims Area, etc.

PHA Active in AAPA Convention

The 76th annual convention of the American Association of Port Authorities marked the end of a yearlong

term as AAPA chairman for Mr. Richard Leach, president of the Port of Houston Authority.

PHA participated extensively in the convention, which was held Oct. 25-29 in Galveston and attracted approximately 450 AAPA delegates. The convention schedule included several AAPA committee and officer meetings, a variety of seminars and workshops and an exhibit by marine-related industries.

PHA representatives helped greet arriving conventioners at Houston's two major airports before the convention. The Port Authority also sponsored all the activities on Oct. 27, which included a luncheon speech by Mr. Alan Shepard, Jr., Port of Houston Commissioner and former astronaut. After the business and workshop sessions that day, delegates went to Johnson Space Center for a tour of this key NASA installation. The tour was arranged by the PHA.

TRADE TALK: The convention gave members an opportunity to examine some of the toughest challenges facing the maritime industry. Topping the list of crucial issues was U.S. trade legislation. For the convention's keynote discussion, panelists examined the current trade policies of the U.S. Congress. An important bill, the Trade and International Economic Policy Reform Act of 1987, was under consideration in a joint congressional conference as the convention convened. In a news conference after the keynote discussion, panel participants warned against the restrictive aspects of the bill.

"We're for expanding world trade, not for restricting it," Mr. Leach told media representatives attending the conference.

Mr. Kyung-Won Kim, Korea's ambassador to the United States, warned that the bill could hurt not only the United States, but other countries as well. "I'm afraid that the pending trade legislation, if it becomes law, will end up constricting total world trade flow," Mr. Kim said.

Also participating in the news conference was U.S. Rep. Philip Crane, R-Illinois, who is a member of the Trade Subcommittee of the House Ways and Means Committee. Mr. Crane said he thinks ongoing negotiations, such as the General Agreement on Tariffs and Trade (GATT) talks, could improve

relations between the United States and its trading partners.

However, Mr. Crane said, "I still feel the most important component of our trade imbalance is America's declining productivity that went on for many years."

BUSY AGENDA: The convention's agenda included seminars exploring broad issues, such as industry trends, as well as more specific topics, such as the day-to-day challenges of running a port.

Workshop topics examined trends in inland carrier operations, negotiating skills for port managers, the role of enterprise zones and communicating effectively with port users. During a luncheon speech, Sir Keith Stuart, chairman of Associated British Ports Holdings PLC, outlined the privatization of British ports.

Mr. James Pugh, executive director of the Port of Houston Authority, participated in a panel discussion titled "Financial Planning Considerations in Today's Environment." Mr. Pugh discussed the challenges port administrators face in financial planning.

"Port financial planning to me boils down to a couple of words — pricing strategy," Mr. Pugh said. Port administrators must consider several factors if they are to maintain their pricing strategy, Mr. Pugh said. Those factors include clearly understanding the port's chosen mission, stability of the port's leadership, the competition's capital structure, the port's own organizational structure, volatility of the marketplace, regional economic linkage and seaport conference mechanisms.

Panelists at the financial planning session also discussed the subsidization of U.S. ports. Mr. J. Ron Brinson, executive director and general manager of the Port of New Orleans Board of Commissioners, said that U.S. ports which demonstrate financial strength and sophisticated financial planning are the exception today. The rule, Mr. Brinson said, "continues to be a reliance on subsidies in various forms."

Another panelist, Mr. W. Don Welch, executive director of the South Carolina Ports Authority, said, "When you become a slave to subsidy, others become your master."

ELECTION RESULTS: Mr. Carmen Lunetta, director of the Port of Miami, succeeded Mr. Leach as chairman of the AAPA, and U.S. del-

legates chose Mr. Gray Failor of the Toledo-Lucas Port Authority as chairman-elect, and Mr. James McJunkin of the Port of Long Beach as vice-chairman. Mr. James Pugh of PHA was elected to the AAPA board of directors.

The convention schedule was mostly business. But AAPA members found the time for some pleasure, too. On the last night, a festive Mardi Gras ball was held, honoring Mr. Leach and his wife, Jan.

The five-day program ended with AAPA's annual golf tournament. The association's 1988 convention will be held in San Francisco.

(Port of Houston)

Houston Improvements: Bond Issue OKd

Voters in Harris County, Texas have approved the sale of \$100.3 million in county bonds to fund improvements to the Port of Houston's public cargo facilities.

Chief beneficiary of the bond issue will be Barbours Cut Container Terminal, which has been operating at near capacity this year. Three new berths and a second container freight station are planned for this ultramodern intermodal terminal. Other projects at Barbours Cut include expansion of the railroad ramp point and infrastructure improvements. Port Authority officials estimate the Barbours Cut improvements will cost \$80 million. This 10-year-old terminal handles containers, heavy lifts, automobiles and other roll-on/roll-off cargo.

Another \$16.3 million of the bond issue funds will be used for improvements at the Turning Basin Complex, where containers, general cargo, heavy lifts and automobiles are handled. Proposed spending for this area includes \$5 million for railroad rehabilitation, \$4.3 million for sewers, \$4 million for rehabilitation of fender systems and \$3 million for wharf rehabilitation.

The Bulk Materials Handling Plant, which handles a wide variety of dry bulk materials, will get a new ship unloader at an estimated cost of \$3 million. Another \$1 million will be used for wharf rehabilitation at this location.

The Port of Houston is Texas' gateway to the world. In 1986 the port served 4,819 ships from 72 countries.

More than \$17 billion worth of goods and commodities were loaded or discharged at the port.

"The improvements and new construction planned with these funds will enable us to continue offering shippers quality facilities that fit their needs," explained Mr. James Pugh, PHA executive director. "The new berths at Barbours Cut will help us keep pace with the increases in container movement predicted for the next decades. And the new unloader at the bulk handling plant will maintain that facility's reputation for efficiency and versatility."

The proposed improvements will add 500 new permanent jobs for Houston area residents. In addition, construction work associated with the improvements would generate 1,200 jobs, according to the Houston Associated General Contractors, a local building trades association.

Texas accrues about \$47 million a year in state and local taxes because of port activity. Improvements at the port would generate more local tax revenues and would increase inland transportation revenues and local purchases.

(Port of Houston)

JPA Owns 3 Airports, 2 Maritime Facilities

The Jacksonville Port Authority (JPA) was established in 1963 to manage the community's publicly-owned marine and aviation facilities, and to ensure a healthy future for the region.

The Port of Jacksonville, however, began to take form many years earlier. Originally, Captain Jean Ribault had sailed a small galleon into the mouth of the St. Johns River on May 1, 1562. But a poorly-located sandbar obstructed the mouth of the river, permitting a clearance of only eight feet. Eventually, the local citizens eliminated the obstruction, and the Port of Jacksonville enjoyed a commercial boom and much prosperity from 1915-1928.

Then, from 1928 to 1963, came a period of decline. Growth slowed and the port facilities deteriorated. Finally, in reaction to this decay, local citizens banded together, and formed the Jacksonville Port Authority.

With \$25 million provided by a bond issue, the St. Johns River once again became a vital commercial artery, and

the Jacksonville Port Authority was on its way in creating one of the strongest port facilities in the world.

The JPA Today

Currently, the Jacksonville Port Authority owns and operates two maritime facilities and three airports. The maritime ports include Blount Island and the Talleyrand Docks and Terminals. The Port of Jacksonville is ideally located to provide service to all sectors of the United States, as well as the rest of the world.

The Port offers direct access to the Atlantic ocean, just 30 minutes away, so that bridges and navigation obstacles never delay any vessels. Excellent weather conditions prevail throughout the year, so there is rarely interference with daily operations. Furthermore, the port has developed monitoring systems and control agreements that virtually eliminate all potential pollution problems.

The basic asset around which all of Jaxport's facilities have been developed is the St. Johns River. The 38-foot-deep channel through the harbor leads to three miles of deep-water docking areas. The port can therefore accommodate vessels 24 hours a day, 7 days a week, without any tidal restrictions.

One of the most attractive features of the Port of Jacksonville is its superior intermodal capabilities. By taking advantage of the air, rail, water, and truck transportation systems, importers and exporters save both time and money.

Three railroad lines offer numerous trains in and out each day, and with dockside loading available, rail shipments can often be under way in 24 hours. The rail lines — Florida East Coast Railway, Norfolk Southern and CSX Transportation — provide service everywhere from Miami to Long Beach, California. With 100 truck lines also serving the Port, virtually any region in the United States is easy to reach.

Taking advantage of these intermodal capabilities, 32 metropolitan centers in the Southeast and Midwest are directly accessible. And Jacksonville is the ideal location for shipping to and from the region's three largest markets — Miami, Atlanta, and Tampa/St. Petersburg — in that all are only 350 miles away. Combining these intermodal advantages with the unsurpassed speed in loading and unloading cargo, the Port of Jacksonville

is truly a model distribution center.

The Jacksonville Port Authority also runs three airports — Craig, Herlong, and Jacksonville International Airport (JIA). These facilities round out the port's intermodal services.

Jacksonville International Airport is the largest aviation facility owned and operated by the JPA. Since 1966, when the airport terminal opened, passenger traffic and the amount of cargo handled have increased steadily. Currently, JIA is serving approximately 2.5 million passengers a year via eight major airlines and four commuter lines. It is estimated that 3.25 million passengers will pass through the gates in 1990.

Looking Towards the Future

To accommodate this remarkable growth, Jacksonville International Airport will be undertaking a major expansion project next year. A new terminal, along with many other facilities, will be built or rejuvenated in this massive facelift. The Port of Jacksonville will also undergo improvements in the near future.

The maritime aviation facilities owned and operated by the Jacksonville Port Authority are some of the best available anywhere. Shippers know that they can count on fast and complete service in Jacksonville, and therefore continue to conduct their business here.

The JPA is a solid force in today's transportation network, and will certainly be a major player in the future.

*(Jacksonville Port Authority
Official 1987 Directory)*

Mr. deMariano Elected Florida Council Pres.

Mr. Paul D. deMariano, Jacksonville Port Authority managing director, was elected president of the Florida Ports Council at a meeting held in Orlando on December 3, 1987. Mr. deMariano will represent the interests of Florida's 11 deepwater ports.

The Florida Ports Council's major function is to relate the problems of the ports, which are all local government entities, to the state government. The Council also is involved in promoting legislation that will be beneficial to the state's maritime industry and serves as a source of information to the ports where areas of common interest are discussed and programs developed for the ensuing year.

Buffer Zone Landscaping At Port of Palm Beach

The north zone container marshaling yard has recently been completed with the landscaping of the U.S. Highway

One buffer zone. A decorative concrete wall and lush landscaping, including an abundance of Queen palms, provides an attractive visual and acoustical barrier between the highway and cargo operations. This type of capital improvement is consistent with the Port of Palm Beach's policy of providing an environmentally pleasing perimeter that enhances local surroundings. The project was accomplished by Tropical Shipping which leases this property from the Port. *(Gateway)*

Restructuring of Md. Port Administration

A blue-ribbon committee recently sent recommendations to Governor Schaefer for restructuring the Maryland Port Administration. If these are adopted by the state's General Assembly, the MPA will enter a new era where its operations will be marked by increased flexibility and expanded financial support. Consequently, the port agency's ability to respond quickly to customers will be enhanced.

The committee was appointed by the governor to bring a private sector perspective to the operations of the MPA, which is an agency of the Maryland Department of Transportation. It was charged with investigating the administrative procedures of the MPA and recommending necessary changes to improve the port's operating efficiency and competitive posture.

The committee examined the MPA's personnel, procurement and budget systems. It identified 12 steps to improve port operations, including the following:

- * The establishment of a policy-making board, the Maryland Port Commission, to help devise MPA business strategy for the port. This board will be composed of private sector leaders and will be designed to tap the intellectual resources of Maryland's business community. Thus, it will help to ensure that proper attention be given to port issues demanding priority action.

- * The development of a new MPA personnel system that will be "performance driven" and include an incentive program to reward outstanding employee performance.

- * Continuation of Maryland Department of Transportation funding



Marseilles Officials Visit POLA

Officials from the French Port of Marseilles Authority visited the Port of Los Angeles (POLA) recently during their tour of West Coast ports. Pictured are (from left) Mr. Vern Hall, POLA Harbor Engineer; Mr. Al Fierstine, POLA Assistant Director of Marketing; Mr. Henri Nohet, Port of Marseilles Director of Equipments; Mr. Yann-Pierre Remond, Port of Marseilles Commercial Director; Mr. Edward Gorman, POLA Chief Harbor Engineer; Mr. Bernard A. Friedrich, Port of Marseilles U.S. Representative; and Mr. Donald Mosman, POLA Deputy Executive Director. The Marseilles Authority is the largest port in France and the Mediterranean.

of MPA capital projects such as the Seagirt Marine Terminal and the Toyota import facility. In addition, the Maryland Port Commission would have access to its own special contingency fund equal to 10 percent of the MPA's annual budget. This contingency fund money will be able to be spent to meet unforeseen needs in the port.

The committee's recommendations will bring positive benefits to the MPA and to customers of the Port of Baltimore. The MPA's daily operations will become more efficient, flexible and responsive to fluctuating trends in the international market.

(The Port of Baltimore)

Md. Gov. Calls For More Trade Effort

Governor William Donald Schaefer has called for an accelerated international trade program for Maryland and has outlined a reorganization of the state's international efforts.

Gov. Schaefer's remarks were made as part of his report to state government and business leaders on the results of his recent two-week trip to Japan and Taiwan. Gov. Schaefer returned to Maryland after visiting Nagoya, Yokohama and Tokyo in Japan and Taipei in Taiwan. Gov. Schaefer's Far East trade mission was his second overseas trip since he assumed office. He had traveled to Italy, West Germany, England and the Soviet Union.

"We have now traveled to Europe, the Soviet Union and the Far East," said Gov. Schaefer. "In all countries we found a receptive market. Both the Japanese and Taiwanese realize that trade is a two-way street. They must buy as well as sell. That is good news for America and an opportunity for Maryland. But we must be ready to sell Maryland worldwide. They will not buy unless we sell."

Based upon his first-hand observations of the state's international efforts, Gov. Schaefer announced a restructuring of international offices. Under the new structure, there will be a director of the newly created Maryland International Division with an assistant director for Europe and an assistant director for the Far East.

We will create a one-stop shop for all international activity involving the state including traders, investors, visi-

tors, educators, cultural groups and shippers. This office will operate at the World Trade Center Baltimore and assist Marylanders pursuing international plans and help foreigners pursue plans for Maryland.

Gov. Schaefer also announced the creation of an international Policy committee to oversee state efforts. The 12-member group will include the secretaries of the Departments of Economic and Employment Development, Agriculture, and Transportation; chancellor of University of Maryland University College; director of the Maryland Washington Office; Maryland Port Administrator; State Aviation Administrator; director of the World Trade Center; assistant secretary, Tourism and Promotion, and director, Maryland International Division, Department of Economic and Employment Development; director of International Marketing, Department of Agriculture; and an executive assistant to the governor.

(The Port of Baltimore)

MPA Begins Study on Long-range Dredge Plan

The Maryland Port Administration has begun to develop a long-range plan to provide for the proper disposal of material dredged to meet the shipping and navigational needs of the Port of Baltimore.

The plan will estimate the amount of material to be dredged in the period 1990-2010. A wide range of options will be evaluated to manage both clean and contaminated material. Sites other than the MPA's containment facility at Hart-Miller Island will be identified and evaluated for future use.

"Once the 50-foot project is completed, dredging in our port's access routes in the Chesapeake and Delaware Canal and the Chesapeake Bay will require maintenance dredging," says Mr. David A. Wagner, Maryland Port Administrator. "Additional dredging is needed occasionally to create new access channels, and to deepen and widen existing channels and port facilities such as anchorages and turning basins.

"This long-range plan will identify appropriate sites so that the Port of Baltimore's dredging needs will be met," he says.

The dredged material plan will examine a variety of options such as creating wetlands, shoreline control and other beneficial uses of dredge material.

The MPA has formed two advisory committees to assure that the long-range plan addresses the concerns of regulatory agencies, affected public and private sector interests and the general public. One committee is composed of representatives of federal and state regulatory agencies involved in processing project applications for permits and monitoring permitted projects. The other committee is composed of representatives of environmental groups, maritime interests and local governments.

The long-range plan will result in a preliminary draft by late 1988. A public hearing on the draft plan will be held prior to the MPA's adoption of it.

AASHTO Pres. Award Presented to Mr. Kirk

Mr. James J. Kirk, Port Department Director for The Port Authority of New York and New Jersey, was honored by the American Association of State Highway and Transportation Officials (AASHTO) at their 73rd Annual Conference held recently in San Diego, California.

AASHTO conferred its President's Award in Water Transportation on Mr. Kirk for his efforts in the shaping and promoting of federal legislation that resulted in the enactment of the Water Resources Development Act of 1986. Mr. Kirk pioneered negotiations with the federal government that produced an Agreement of Local Cooperation for ship channel improvements throughout the nation.

Under his leadership, the landmark enabling agreement was negotiated with the U.S. Army Corps of Engineers, which issues the funding, and he was instrumental in the timely commencement of construction of the Kill Van Kull/Newark Bay Channel Deepening Projects in New York Harbor.

The agreement, which provides for the deepening and widening of channels leading to the New York-New Jersey Port's major container terminals, was one of the first in the country and has been widely emulated in other port areas throughout the nation.

The AASHTO President's Modal

Awards were initiated in 1979 to recognize exemplary service performed by state employees in each of five transportation modes (water, air, rail, highways and public transportation).

Mr. Kirk is a veteran of 35 years service with the Port Authority. As Director of the bi-state agency's Port Department, he is responsible for the development, planning, construction and operation of the Port Authority's marine facilities and the promotion and protection of the commerce of the Port of New York and New Jersey. Mr. Kirk's responsibilities include the administration and direction of a \$500 million capital improvement program currently underway.

FTZ Status for Port Jersey/Greenville

The Port Authority of New York and New Jersey will seek Foreign-Trade Zone status for the Port Jersey/Greenville area of Jersey City and Bayonne, currently under construction as an automobile marine terminal, it was announced by Chairman Philip D. Kaltenbacher.

The Port Authority will ask the Federal Government to expand Foreign-Trade Zone No. 49 at the bi-state agency's Port Newark/Elizabeth marine terminal facility to include the Port Jersey/Greenville properties.

"Foreign-Trade Zone status for the Port Authority Auto Marine Terminal will provide a business incentive for automobile companies and other related tenants who could benefit from the deferral, reduction and/or elimination of Custom duties offered in a Foreign-Trade Zone," said Chairman Kaltenbacher following the agency's monthly Board meeting.

The Port Jersey/Greenville area consists of 145 acres under development as a center for the receipt, storage, processing and distribution of automobiles and 50 remaining acres to be sued for future development.

"Foreign-Trade Zone status will enable automobile manufacturers and importers to defer U.S. Customs duty payments through storage of autos parts, accessories and finished autos; reduce duty payments on imported parts and accessories that are incorporated into automobiles, and eliminate all duty payments on automobiles that are re-exported from the Zone,"

Chairman Kaltenbacher noted.

Approval of the Port Authority's application to the U.S. Department of Commerce for Foreign-Trade Zone status for the Port Jersey/Greenville site will assist in marketing the auto marine terminal.

BMW to Construct Preparation Center

BMW of North America, Inc., the Montvale, New Jersey-based importer of luxury/performance automobiles, will construct a \$15 million regional vehicle preparation center at the new Port Authority Auto Marine Terminal now under construction on the Jersey City/Bayonne waterfront, it was announced by Port Authority Chairman Philip D. Kaltenbacher.

The bi-state agency has entered into a 30-year lease with BMW of North America, Inc. for approximately 15 acres of land in the Greenville section of Jersey City on which a 130,000-square-foot vehicle preparation center and multi-level storage garage will be constructed.

"As part of our continuing effort to maintain and expand our share of the nation's automobile import market, the Port Authority began construction on a new waterfront auto terminal a few months ago and now we have our first tenant," Chairman Kaltenbacher noted.

Maersk, Port of Oakland In New Long-term Pact

A new agreement with Maersk Line that will provide the carrier with up to three new cranes and potentially will double the size of its Oakland terminal was approved by the Oakland Port Commission.

The agreement is for an initial term of ten years, with two five-year renewal options. A minimum of \$1,620,000 in rent is guaranteed to the Port annually for the first year of the contract, increasing to \$1,850,000 thereafter. Estimated Port revenue from this agreement from Maersk Line operations based upon anticipated tonnage levels will be in excess of \$3,000,000 annually. The Port will also participate in secondary use terminal and crane revenues.

The agreement initially will prefer-

(Continued on Page 39, Col. 1)

CBI: New Opportunities For American Business

What is the Caribbean Basin Initiative?

The Caribbean Basin Initiative (CBI) is a broad program to promote economic development and political stability in Central America and the Caribbean Islands, through private sector initiative. The goal is to attract foreign and domestic investment to these countries in new industries, diversifying the economies and expanding exports.

The major elements of the program are:

1. **DUTY FREE ENTRY** to the United States for a wide range of products manufactured in CBI countries, as an incentive for investment and expanded export production.
2. **INCREASED U.S. ECONOMIC AID** to the region to promote trade and investment. Aid has more than tripled during 1981-86 and is being used to finance critical imports from the United States, establish development banks, provide project financing, fund market research and other technical assistance for exporters, train management and labor, build free trade zones, and promote private sector growth in other important ways.
3. Caribbean Basin country **SELF-HELP EFFORTS** to improve the local business environment and eliminate excessive bureaucratic red-tape for investors and traders.
4. **A DEDUCTION OF U.S. TAXES** for conventions and business meetings held in qualifying CBI countries, to stimulate tourism.
5. A wide range of U.S. Government, state government, and private **SECTOR BUSINESS SUPPORT PROGRAMS**, including trade and investment financing, technical assistance, business development missions, and other help.
6. **MULTILATERAL SUPPORT** — from other trading partners and from developing institutions such as the Inter-American Development Bank and World Bank. For example, Canada is implementing CARIBCAN, providing duty free entry to Canada for products from the Commonwealth Caribbean.

(Carolina Cargo)

(Continued from Page 38, Col. 2)

entially assign two new container cranes, which were delivered from Korea recently, to the 22.5-acre (9.1-hectare) terminal in the Port's Outer Harbor that Maersk has occupied since 1977. An additional 2.5 acres (1 hectare) of upland area will be added to the facility during 1988. The cranes are the giant "post Panamax" type, built to handle vessels too broad of beam to transit the Panama Canal, and with greater over-deck clearance to handle increased capacity vessels. They are the first to be installed at any West Coast port. A third crane of the same type will be ordered shortly.

During 1988, Maersk has the option of adding up to ten more acres (four hectares) to the terminal, and after 1993, an additional 15 acres (six hectares). The agreement also covers an 11-acre (4.45-hectare) cargo consolidation facility located in proximity to the Maersk Line terminal, and the marine terminal office building.

Lauding the new agreement, Oakland Port Commission President G. William Hunter said, "This partnership has been one of the most productive in the Port's history. Today we have laid the foundation for another 20 years of mutual success."



FIRST IN THE WEST: Two new container cranes, the first of their type to be acquired by a West Coast port, have been installed at the Port of Oakland, California. Fully assembled and standing more than 20 stories high, the cranes were delivered to the port's Maersk Line terminal aboard the heavy-lifter vessel *Dock Express 20*. The 1,000-ton cranes were lifted off the stern of the ship onto wheel assemblies positioned astride rails on the wharf. The cranes are the giant, third generation "post Panamax" type. They were constructed by Korea Shipbuilding & Engineering Corporation of Busan, Republic of Korea, in a joint venture with Ederer Corporation of Seattle, Washington. With an over-vessel reach of more than 150 feet (45.7 meters), the cranes can handle ships too broad of beam to transit the Panama Canal. They also can lift containers stacked six high on deck aboard ship, one tier higher than container vessels now in service. Each crane cost \$4.5 million. Their installation brings to 24 the number of container cranes now in operation at the Port of Oakland.

Port Becomes Partner In Jack London's Waterfront Development

The Oakland Board of Port Commissioners voted to become a partner in Oakland Portside Associates and replace Salomon Brothers as the prime equity investor in the \$92.1 million Jack London's Waterfront development.

As under the original agreement, Oakland Portside Associates, with Robert Carey and Glenn Isaacson as general partners, will complete the development of all office, retail and hotel components included in the original development plan.

Banker's Trust, the original construction lender, has re-issued a new \$40 million construction and mini-perm commitment to build the retail and office structures. The switch from Salomon Brothers, which pulled out of the project as part of a general retrenchment in the New York firm's real estate investments, will not affect the

timetable, according to Mr. Walter A. Abernathy, executive director of the Port.

"The first construction will begin this month (January) on the \$12.2 million retail and office complex in what is now the parking area adjacent to Gallagher's Restaurant. We anticipate that the major office building, which will become the new Port headquarters building, will be completed by October of 1989," Mr. Abernathy said.

The Portside partners reached agreement to buy out Raymond Gallagher's 16.7 percent interest. Additionally, Gallagher plans to sell the leasehold interest in the restaurant, which he closed on January 1, to Oakland Portside Associates for \$700,000.

In addition to its equity involvement with Oakland Portside Associates, the Port has construction underway on some \$36 million worth of projects at Jack London's Waterfront including two new parking garages, various public

improvements, and the renovation of its current offices.

Scott's Restaurant has completed a \$1.4 million expansion, and the Boatel at Jack London Square plans an \$8.3 million improvement program.

The Port, Mr. Abernathy said, has explored the possibility of inviting new proposals from private developers, doing the entire project itself, and cutting back on the size of the development.

All three options were rejected. Cutting back on the size would make the project less attractive to prospective tenants and investors; requesting new proposals would delay development for a year or more, and the Port is not staffed, Mr. Abernathy said, to assume full development responsibility.

Under the new arrangement, the Port, like Salomon, would have a 75 percent equity position. In terms of cash, the Port would be required to provide about \$5 million, and Portside Properties, approximately \$1.6 million.

Africa/Europe

BIMCO Protests New Ghana Service Charge

BIMCO has protested to the Ghana Shippers' Council over the imposition from 1 January of a service charge for shipping lines calling regularly at Ghanaian ports. The new charge amounts to either two per cent of total freight, or a fixed fee per ton cargo.

Liner operators not submitting freight manifests on which the two per cent charge can be calculated, will be faced with paying USD 2.00 per freight tonne on imports, and USD 1.20 per freight tonne on exports. All other lines will have to pay the two per cent service charge assessed on gross freight value based on freight manifests/charter parties.

The BIMCO protest (sent on 12 January) states that introduction of a financial burden of such magnitude for shipowners operating to and from Ghana during the present difficult times for the industry will doubtless result in higher transportation costs and will ultimately be to the detriment of the Ghanaian economy.

In principle, shipowners should not be burdened with expenses for establishing and maintaining shippers' councils, states BIMCO. The Ghana Shippers' Council has been asked by BIMCO to reconsider the matter and withdraw the new service charge.

3 Priorities for Port of Bordeaux

Reconquest of Traffic

On the horizon is 1993, the end of the 2nd State/Region Master plan contract, the 10 Mt mark has to be well behind us (and sights could well be set on the 12 Mt mark, if new industrial plant locations are taken into account). To achieve this, the sectors to which priority is to be given have been well defined:

- Agro-foods, in the largest sense of the term (forest products, fertilizers, grains, oilseeds, and related products), within an extended hinterland;
- General Cargo with the creation of regular line services to the U.S.A. and Canada, to the United Kingdom,

Scandinavia, Australia and New Zealand, and the development of new traffic flows (1).

As far as industrial plant location is concerned, PAB (Port of Bordeaux Authority) will pursue a policy of systematic candidature, in close liaison with local Government and Public Services (2).

This reconquest of traffic supposes, amongst other things, an increased rationalization of the whole of the transport chain (more flexible quayside working, as well as improved over-land access), a reduction in costs and an intensive marketing drive (e.g. pegging the 1988 tariffs at the 87 levels, active cooperation such as the recently created Association of Shippers).

Increased Productivity

In order to improve productivity over the next five years, the PAB intends:

- to pursue certain policies already instituted a number of years ago (e.g. reduction of staff and maintenance of the operational balance in the dredging fleet);

- to devote part of the capital holding to paying off the Authority's debts. Elsewhere, PAB will be contributing to a reduction in call costs, that will follow agreement on a social plan currently being negotiated between the dockworkers and stevedores.

More generally speaking, schemes are to be introduced, on the one hand, to reorganize the staff to suit the company's tasks and on the other, to concentrate manning and equipment on fewer but more efficient port sites.

Selective Investments

The investments programme will be chosen according to the real contribution made by a project to achieving PAB's objective of reducing call costs.

Priority therefore is to be given:

- to improvements in nautical access to Bassens so as to reduce freight rates for cargo. At an investment rate of 25MF per annum, this project is essential, given the spectacular evolution in the size of carriers devoted to the trades involved;

- to the reinforcement and improvement in the characteristics of existing berthing facilities, (especially the grain berths), the cost of which amounts to 50MF.

- to the renewal of cranes, (initiated during the 1st regional planning con-

tract), that will be pursued by the acquisition of new equipment, at a rate of 20MF/year, to be used, in particular, to meet the needs of the rapidly expanding agro-foods sector;

- to the improvement in working conditions (15MF) with, notably, the transfer of the Dockworkers Employment Bureau to Bassens, the introduction of new safety equipment, improvements in port access roads and reception facilities for drivers.

All the different measures included in the five year plan, demonstrate not only the PAB's desire, but that of the whole of the Bordeaux port community, to become more competitive and in this way help Aquitaine's industry and commerce to win new overseas markets, and its stake in the world market of 1992.

(1) *The Port already offers more than 20 regular line services, linking Bordeaux to nearly 150 ports throughout the world.*

(2) *With Le Verdon, in particular, Aquitaine possesses an exceptional port complex, on a European scale, providing vast areas of land alongside deepwater. With Spain close by, the estuary should shortly begin to profit from the near saturation level of neighbouring ports in Northern Spain.*

Trade Thru Bordeaux 9,442,000 Tons in '87

According to the provisional statistics, trade through the Port of Bordeaux Authority in 1987 amounted to 9,442,000 t, showing an increase of 2.6% compared with 1986 (9,212,000 t).

Although there was a slight increase, +1.6% in the throughput of oil (4,491,000 t) compared with the previous year, the main expansion in trade was accounted for by cargo other than oil, which at 4,951,000 t, showed an increase of 3.3%.

For, although oil imports (3,769,000 t) rose by 4.6%, the export oil trade (722,000 t) fell by 11.5%, following the drop in production of the oil well at Parentis and the stoppage of all refining in the Gironde area.

On the other hand, oil excepted, imports (2,179,000 t) rose 5% due mainly to a high increase in in-bound fertilizers and animal feeds, while exports other than oil (2,771,000 t) rose just 2.1%, the sharp rise in out-bound grains being countered by a drop in

Landes timber exports.

The main trends to be noted in global traffic other than oil are as follows:

- a sharp rise in dry bulks (3,503,000 t, +15%) accounted for by the expansion of agro-foods and fertilizers,
- a drop in general cargo (1,176,000 t) or (−19.9%) due to the fall in rough timber exports, while container traffic remained stable (407,000 t),
- a slight variation in bulk liquids (271,000 t compared with a 1986 total of 279,000 t).

Rouen Adopts 5-year Development Plan

The Board of the Port of Rouen Authority adopted a five-year development plan, involving investment totalling Frs 905 million, at its meeting on November 25, 1987. The plan, which embodies the port's strategy to prepare for the coming into force within the European Community in 1992 of the Single European Act, also involves reductions in port staff and the dock labour force.

Discussions currently in progress between dockers and cargo-handling companies are expected to produce an agreement which will result in the departure from the port of 400 dockers, as well as reductions in the size of docker's gangs.

A further 105 jobs are to go from the port authority's own payroll, with the aim of reducing costs and improving the authority's financial position.

The port's development programme is based on four objectives:

- to reduce to the maximum the cost of passage in the port to shipowners, notably by the concentration of traffic at the most efficient terminals;
- to achieve higher competitiveness and productivity through the modernisation and renovation of plant;
- to improve access routes to the port and the traffic system within the port;
- to upgrade the port's nautical accesses and to reduce the cost of maintaining the approach channel up the River Seine.

Almost one third of the port's planned investment over the next five years — Frs 345 million — will be spent on terminals.

Traffic will be concentrated at five different types of specialised terminals dealing with:

- food and agricultural products (cereals at the various existing concessions, products in sacks at Quai du Bassin aux Bois and Quai de Petit-Couronne, and agricultural products at a new terminal to be created at Grand-Couronne);

- forest products (existing terminals at Rouen and Honfleur);

- industrial bulks (solids at the Grand-Couronne terminal, Quay de Saint-Wandrille and other existing sites and liquids at the Grand-Quevilly terminal and other existing sites);

- "mixed" general cargo, comprising conventional general cargo and containers (Rouen-Quevilly dock and Quai de l'Ouest);

- containerised general cargo (the Grand-Couronne/Moulineaux and Radicatel terminals).

As regards cargo-handling equipment, the port is looking to achieve gains in productivity by improvements to the maintenance and operation of the port's plant and the introduction of new high-performance cranes in a Frs 100 million investment programme.

A further Frs 380 million is to be devoted to work on the port's approach channel with the aim of bringing larger bulk carriers to the port and of increasing the time available to container carriers to make their journey up and down the river.

In addition, to cut down the need for maintenance dredging, dikes in the estuary are to be extended and existing regulatory dikes renovated.

Improvement to the port's access roads and internal traffic system will cost Frs 80 million.

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Distribution Function Of Amsterdam Growing

The Harbour Business

The "harbour business" in Amsterdam is based on coal, oil, grain, general cargo, containers, cars, tropical products. Cargo is getting increasingly sophisticated and the port's distribution function is growing.

The port's administration is carried out by various authorities. The central government in The Hague is "in charge" of the harbour entrance and the sealocks at IJmuiden through the DGSM and Rijkswaterstaat.

The administration controls the

harbour basins, sheds, some of the cranes, quay walls. There is a great deal of cooperation between the four North Sea Canal Ports (IJmuiden/Velsen, Beverwijk, Zaanstad and Amsterdam) and the Province of Noord-Holland. But in effect the port is "run" by private stevedoring companies who operate the terminals, sheds, cranes, and who generally compete for the port business.

Services

The Port of Amsterdam provides services under direction of the alderman for the port. However, the GHB is becoming more independent and is a separate profit centre. GHB serves as:

- a project developer
- a landlord (leasing)
- the harbourmaster (port control and safety)
- a customer service department for the municipality and new industries.

The GHB is not a stevedore or shipping agent.

Cargo

There are over 25 regular liner services, calling at Amsterdam but the major contributor to the total tonnage comes from the tramp trade.

GHB's tenants are stevedoring, warehousing and distribution companies as well as industry. Distribution is a new concept in transport made possible by the port's good connections and improved infrastructure.

And the infrastructure is improving, with the widening and deepening of the Amsterdam-Rhine Canal, the Eastern section of the Ringroad scheduled for completion in the early 1990s, and work due to commence on a second Coen Road Tunnel and a highway connecting the Western Port area and Schiphol airport.

Distribution

Amsterdam is ideally located and suited for the distribution of goods made in one part of the world to another. Many Japanese and American companies use the Amsterdam region for the marketing and distribution of their goods throughout Europe.

Conversely, European companies have long been using the Port of Amsterdam to move their goods to end users all over the world.

Amsterdam has long been a centre of trade and transport, and it has sufficient know-how to handle sophisti-

cated distribution networks.

The "harbour business" may have changed definition over the years, but it remains in the hands of experts in their fields. *(Haven Amsterdam)*

BLG Optimistic Despite Stormy Weather

"The traffic development in general was satisfactory, the profitability not." With these few words Dr. Rolf Fastenau, Chairman of the Executive Board of the Bremer Lagerhaus-Gesellschaft, characterized the development of the largest terminal operator of Bremen in 1987. The BLG could even slightly improve the tonnage handled by her facilities. With a total of 16.5 million tonnes in 1987 the company increased the figures for 1986 by 395,000 tonnes, representing 2.45 percent.

Analysing the figures for 1987, according to the chairman, in his comments on the occasion of the state press conference on December 14, 1987, it became evident that it was again Bremerhaven, where the traffic increased primarily. The container traffic in particular, mostly concentrated in Bremerhaven, with a total of 1,036,829 TEU (+3.65 percent) could stabilize the membership of Bremen in the exclusive "Club of Container Millionaires," to which belong not much more than a dozen ports worldwide. In addition, the traffic of automobiles, another domain of the ports of Bremen, produced considerably improved figures. With a total of 714,183 units the figures for the preceding year (602,861

automobiles) could be exceeded by 18.5 percent.

In Bremen City, however, the figures for 1986, according to Dr. Fastenau, could not be reached. The present situation were characterized by a shortage of general cargo, iron and steel products in particular, owing to the drop in orders from the USSR and the OPEC countries.

Anyhow, Dr. Fastenau expressed satisfaction with the results of the present year in general. The position of the local port industry could be maintained, in spite of difficult circumstances. During the first half-year there had even been improvements in comparison with the previous year. It was the second six months period which was less satisfactory, because of the export trade being affected by the reduced value of the US dollar which, in turn, were now being felt in the sea ports.

Nevertheless, the BLG, according to Dr. Fastenau, continues to invest heavily in the extension and quality of her services. Presently, for instance, the so-called foreign trade center is under construction at the head of the Neustädter Hafen, where efficient distribution facilities will be made available to domestic and foreign customers.

Dr. Fastenau emphasized the necessity to develop EDP-supported distribution services in addition to the traditional handling activities. This engagement were already well appreciated by the trade and would be further developed in order to attract more international customers.

If, as already mentioned, the generally satisfactory picture was not without shadows, Dr. Fastenau mentioned that "unfortunately we do not obtain the proceeds which our perfect services are worth." This was due to the very competitive situation prevailing between the enterprises forming the sea port industry in the Hamburg/Antwerp Range. Furthermore, the poor profitability of the shipping business caused by overtonnaging was making it very difficult for the port operating companies to obtain even modest price adjustments. At the same time it was equally difficult to limit the expenses. Anyhow, Dr. Fastenau added that every effort was made to produce the services as economically as possible without, however, jeopardizing their quality.

Port of Barcelona No. 1 On Spanish Coast

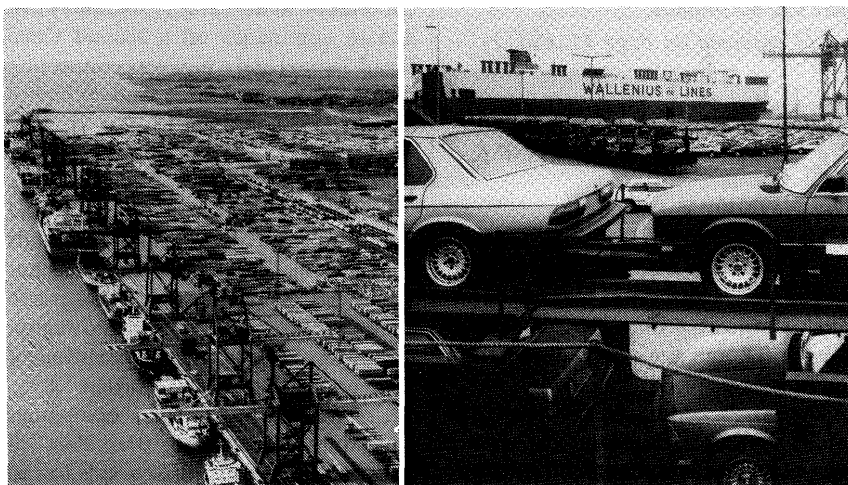
The Port of Barcelona is number one on the Spanish coast as far as the number of berthing points and the breadth and diversity of facilities and equipment available for attending to all types of traffic are concerned. Its activity is directed fundamentally towards foreign trade with the accent on Mediterranean and European aspects. It is a founder member of the Coordination Committee of Northwest Mediterranean Ports.

With the approval of its Statute of Autonomy in 1978 the Port of Barcelona has obtained new possibilities of driving its future development ahead. This Statute has facilitated greater flexibility and speed in decision making with the resulting increase of efficiency in its services.

A Commercial Department has recently been created to actively place the Port and its users in closer contact.

Worthy of special note from the technical point of view is the integral mechanization of the administrative processes with the introduction of terminals for real time processing of data from the different department as well as the connection with the Customs services to coordinate efforts for the recording and processing of the information used by both the Board and its Customs.

As a result of this progressive growth in capacity and efficiency, the Port of Barcelona is constantly faced with the need to improve its facilities, and therefore heavy investments are made



For the first time cargo volume in the ports of Bremen and Bremerhaven reached more than 30 million tons this year. While bulks remained on the level of the previous year, general cargo-handling increased. Especially car and container traffics developed satisfactory.

annually.

The Port of Barcelona is undoubtedly the leading Spanish port in the movement of general cargo and containers and in overall billing. Furthermore it is the Spanish port with the best prospects for the future.

The Management Committee is the overall governing body of the Autonomous Port of Barcelona; headed by an Executive President, appointed by Royal Decree. Apart from the President, the Committee is made up of the Coastal Authority, eight members representing the Administration, nine members representing the economic sectors, two representing personnel, the General Director and the General Secretary. An Advisory Committee acts as a consultative and informative body.

The Management Organization Chart includes, apart from the Sub-Management, Operations, Planning and Works, Maintenance, Marketing, Labour Relations, General Secretariat and Economic-Financial Departments.

The Operating Department comprises the areas: Sea (berthing and Waterborne Equipment); Land (Cranes, Weighbridges and Water Supply); Security (Property and Insurance) and Supervision (Dock Guards and Watchmen).

The Planning and Works Department plans, designs and constructs the new works.

The Maintenance Department covers the areas: Public Works, Mechanical Repairs, Electrical Repairs, Communications, Cleaning, Purchasing and Warehouse.

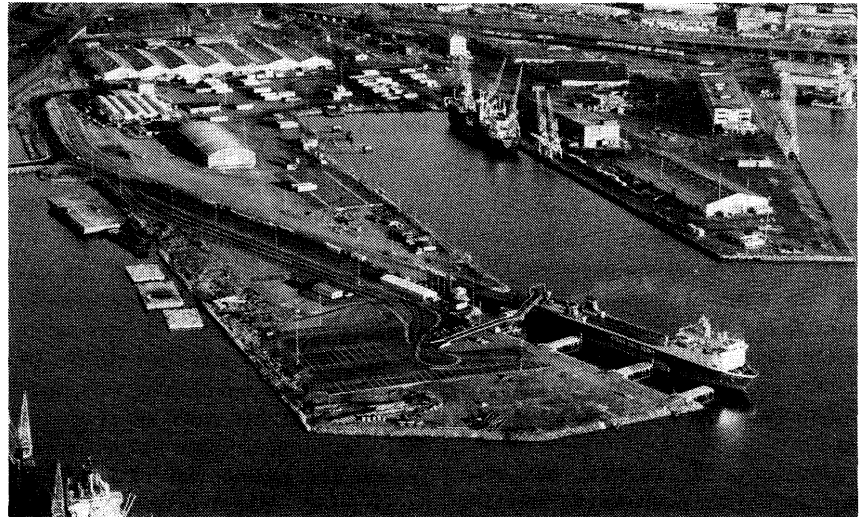
The Commercial Department comprises the Marketing area and the Commercial Information Office, which attends to importers and exporters as well as to the companies operating in the Port of Barcelona.

The Labour Relations Department comprises the Offices of Personnel Administration and Social Affairs Management.

The General Secretariat includes the areas: Administration, Payments, Accounting, Revenue, Legal Affairs, Files and Registry.

Lastly, there is the Economic-Financial Department, which covers the areas of Planning and Control (Budget Control, Analytical Accounting and Valued Statements).

The Autonomous Port of Barcelona Employs 732 people at the present time.



The Gothenburg terminal for the new rail-ferry link between Gothenburg and Frederikshavn is located at the Free port. In this photograph, the M/S Stena Scanrail is seen at the new Berth 116, used for the new rail-ferry service.

Gothenburg-Frederikshavn Rail-Ferry Connection

The Gothenburg-Frederikshavn rail-ferry connection was inaugurated on December 7 and 8, 1987, at Gothenburg and Frederikshavn, respectively.

The link is the shortest rail-ferry connection between Scandinavia and Continental Europe. The distance, 50 nautical miles, is covered in four hours by the M/S Stena Scanrail, a 1973-built roll-on, roll-off ferry with a flexible railroad waggon-lorry-trailer configuration.

The line is operated by Stena Line subsidiary, Stena Rail Ferry AB. Stena has operated combined passenger/cargo ro-ro ferries between Gothenburg and Frederikshavn for a quarter of a century, but this is its first rail-ferry operation in these waters.

New Possibilities

"At last we can offer all types of short sea transport. This is essential since our customers, the industry, is using the whole array of transport modes," said Stena Line Cargo president, Mr. Arne Karlsson.

Mr. Karlsson said, too, that the line offers new possibilities for the transport of potentially hazardous cargo, as well as non-driver-accompanied trailers.

The Gothenburg-Frederikshavn rail-link was first suggested by shipping managers of large Swedish exporters. The Port of Gothenburg has been working hard to promote the concept towards the industry, the Swedish and

Danish governments, and the railway authorities.

"Ferries Bring Cargo"

"Some people ask us why we are promoting a transshipment concept that will take away some of the cargo for our direct calls by deep-sea liners," said Mr. Per Bjurström, president, Port of Gothenburg.

"Our answer is that since rail-ferries are good for the industry, they will develop and maybe prosper whatever opinion port people may have. We want to be part of this development. And we do not think that rail-ferries only take away cargo from you — they bring cargo as well.

Self-built Facility

The terminal in the Gothenburg Free Port was built by Port of Gothenburg's construction division, HT Bygg. For Swedish Kronor 37 million (£3.7 m), a berth was constructed, separate rail and lorry ramps were fitted (of MacGregor-Navire make), 1,300 metres of track were laid out and three switches installed. Also, the berth was dredged. HT Bygg also built extra tracks at the Frederikshavn marshalling yard, and helped building the ferry berth in Frederikshavn. This work was paid for by the Port of Gothenburg and Stena Line, respectively. Frederikshavn is a government-owned port, and the state does not invest in non-common-user facilities.

On Privatisation Of Ports

By Jonathan Sloggett

Managing Director
Dover Harbour Board

Despite recent calamities in the City, the Government appears intent on maintaining its privatisation policy; before long, ports — or at least the major trust and municipal ports — must find themselves on HMB's "invitation list."

Unusually, the industry has been requested by the Secretary of State for Transport, Paul Channon, to consider the concept prior to the Government's determination of its policy.

As Chairman of the BPA's Major Ports Committee, and Chief Executive of the Port of Dover, I welcome this opportunity for the industry to form a prior view.

Already, the ports industry has an important private sector with the major ports of Felixstowe, Liverpool and Manchester supplemented by those

Focus on UK Fishing Port Development

On the second day of the Small Ports Conference, held in Montrose, October last, Mr. J.C. H. Richman, Chief Executive of the Sea Fish Industry Authority, gave an extremely interesting talk on the development of UK fishing ports, after which there was a lively discussion.

The fishing industry has changed enormously over the last twenty years or so. The size of the catch of different species has radically altered, and the geographical location of the UK's fishing fleet has changed. These developments have had a big impact on fishing ports and harbours and their development.

The time is ripe for a fishing ports strategy, according to Mr. Richman, which will have regard to the changes in the industry at both national and regional levels.

Delegates broadly agreed with the thrust of Mr. Richman's remarks, and attention was drawn to the various EEC and UK funds available for developing fishing ports in the UK.

(BPA Review)

owned by Sealink Harbours Ltd. and Associated British Ports. Traffic handled by private ports now accounts for 114 million tonnes (or 38 per cent) of Britain's foreign trade.

What are the issues likely to be raised in the industry's examination of whether the remaining 60 per cent of British ports should be liberated?

Trust and municipal ports are established, frequently by statute, to serve shipping communities in particular places. Through their own efforts, or as a result of exogenous factors, they expand or decline, but almost always they constitute a major focus for the general and commercial lives of their communities. They serve their areas by administering, maintaining and improving the fabric of their ports, but are seriously constrained from establishing their businesses on broad bases or of putting their assets, if appropriate, to alternative uses.

Consequently, there is probably a competitive imbalance in the industry between private ports with their relative freedom (albeit still with statutory duties to perform) and the rest of us. Additionally, combinations of trust ports are difficult, if not impossible, to achieve under current legislation.

On the other hand, there are not many port-related activities that we, say, are not able to carry out at Dover if we wish. The community might not be any better served were we privatised — indeed, generally, service could positively and significantly decline if predatory companies managed to gain control of ports, and used their positions either to rig sectors of the market or sell off major assets.

In addition, some ports are of such overwhelming and continuing importance to their finely balanced local economies that trust or municipal status affords considerable protection. For Dover though, faced with the possibility of (probably unfair) competition from a Channel tunnel, the need to be faster on our feet than we are at the moment will be paramount — privatisation (even if only to a limited extent) must be an option.

I shall not anticipate further the debate on this matter which the industry will now be conducting; we may be sure that all the arguments will be aired. I am certain that the advice eventually offered to the Government will provide Ministers with a useful insight into the

complexities of this particular philosophy when applied to our industry.

(BPA Review)

£2 Million Investment For Hull Improvements

Associated British Ports are to invest over £2 million on improving facilities at the port of Hull to meet the demands of BP Chemicals' expanding operation at Salt End.

BP Chemicals, longstanding major users of the port, are investing in a new ammonia plant which will become operational later this year followed by a new acetic acid plant during 1989. Both operations will greatly increase the cargo passing over the Salt End Jetties which are owned by ABP.

The improved facilities to be provided by ABP include new fire fighting equipment, a mooring dolphin and four new cranes with telescopic jibs for handling ships' hoses.

Mr. Mike Fell, ABP's Port Manager at Hull said: "BP have been established at Salt End since 1921. The Company's continuing expansion and increasing throughput of seaborne bulk liquids is excellent news for the port of Hull".

Tory Calls for Dock Labour Scheme Repeal

At the Conservative Conference in Blackpool Mrs. Gae Scanlon from Aberdeen called on the Government to "ameliorate the harm being done to some of our major ports by the restrictive Dock Labour Scheme."

Although her strongly-worded motion was not called, Mrs. Scanlon was able to make her point in the debate on trade unions to which Employment Minister Patrick Nicholls replied.

During her speech Mrs. Scanlon said: "In Aberdeen, one of the finest ports in Europe, we are faced with a particularly restrictive trades union practice in the form of the iniquitous Dock Labour Scheme, whereby fishing vessel owners have no choice as to how or when they unload their catch.

"During my election campaign there was one morning when there was a particularly large catch. The dockers decided it was time for a tea break, and all work stopped. The crews had to hang around the market — remember that fish is a highly perishable commodity — and await the pleasure of the dockers.

Should not it be the case, in any industry, when there's an urgent job to be done people work together and get on with it?

"The prohibitive costs incurred as a result of the scheme mean that more vessels are using ports such as Hull, Grimsby and Peterhead which are not subject to the same restrictions: for example £1.44 per box in Grimsby against £3 per box in Aberdeen.

"Last week in another place someone said 'You can't say to a docker earning £400 a week, with his own house, a new BMW in the drive and a time-share in Marbella: 'Brother you're having a tough time'.

"I would say to that docker in Aberdeen, brother — you're destroying Aberdeen as a port; you're ruining fish processing at the potential cost of 1,000 jobs, and you're in danger of doing yourself out of a job. And I say to the Government, for the future of Aberdeen, remove the fishing industry from the Dock Labour Scheme."

(BPA Review)

Another Record Year for Grimsby, Immingham

ABP's busy port of Immingham ended its 75th anniversary year by setting a new tonnage record. Together with its twin port of Grimsby, Immingham handled a total of 30.9 million tonnes in 1987 — an increase of over 400,000 tonnes compared with the previous record set in 1986.

At Grimsby unit cargoes showed a healthy increase and landings of fresh fish were maintained at last year's level.

Immingham achieved all-round increases. Exports were particularly buoyant, and grain shipments passed the one million tonnes mark for the first time in a calendar year.

ABP are continuing to invest heavily in the two ports, and currently have two multi-million pound schemes in progress to develop three additional common user berths at Immingham. Plans are before Parliament to allow the construction of a new deep water bulk handling terminal in the river to the west of the dock.

ABP's Port Manager at Grimsby & Immingham Dennis Dunn commented: "The 1987 record following that of 1986 demonstrates the whole-hearted support given by all involved in the port industry locally."

Asia/Oceania

\$43.5 Million ADB Loan For Manila Port Project

The Asian Development Bank approved a loan of \$43.5 million to the Philippines for the Second Manila Port

Rouen Adopts 5-year

(Continued from Page 41, Col. 2)

One of the key features of the plan is the decision to develop Rouen's role within Europe as a major port for the handling of food and agricultural products.

The port already handles 7-8 per cent of world seaborne trade in wheat and is the leading port in Europe for cereals exports. It is used as a port of reference on the cereals market by the European Community and the International Wheat Council.

The port aims to maintain its market shares in the cereals sector but also to gain a share of the growth of inter-Community cereals traffic, notably in the direction of Spain and Italy.

In addition, it will be seeking to extend its success in cereals exports to other food and agricultural products. In the field of products in sacks, in particular, the port has set itself the target of improving its current share of the French market from 40 to 55 per cent.

Rouen owes its success to its inland situation on the River Seine, close to major centres of agricultural and industrial production and markets.

The port's natural advantages have been reinforced recently by a number of new developments. Among these are the creation of Rouen Multimarchandises, an intermodal transport centre, and the decision of the French government to include Rouen on the trajectory of the future Calais-Tours motorway.

In the container field, the introduction by the Compagnie Nouvelle de Conteneurs of block-trains to and from Rouen has contributed to reductions in prices ranging from 28 to 33 per cent, while the planned upgrading of the River Seine east of Paris should strengthen Rouen's position as a centre for inland waterway traffic.

(Rouen Port)

Project.

The loan comes from the Bank's ordinary capital resources and the repayment period is 25 years, including a five-year grace period. The interest rate will be determined according to the Bank's pool-based variable lending rate system.

The principal objective of the Project is to facilitate improvements in cargo-handling productivity, and thereby reduce cargo-handling costs for port users by rehabilitating North and South Harbors of the Manila Port. Another objective is to develop further the institutional capacity of the Philippine Ports Authority (PPA) by assisting PPA in developing effective financial and managerial systems.

The Project includes rehabilitation of the North and South Harbors; provision of cargo-handling equipment and miscellaneous port equipment; development of management information systems and institutional strengthening; and detailed design for a proposed bulk terminal.

The total cost of the Project is estimated at \$86.69 million. The Bank's loan of \$43.5 million will finance a portion of the foreign exchange cost of the Project. The remainder of the foreign exchange costs — \$6.9 million — and a small portion of the local costs — \$0.7 million — will be financed by the private sector. The remaining local costs, \$35.59 million, will be financed by PPA.

The Project is scheduled to be completed by mid-1993.

Port of Brisbane Corporate Objective

The overriding corporate and professional objective of the Port of Brisbane Authority is to ensure that the community in general, and shipowners in particular, have ready access to, and use of, a port that features efficient and economic facilities.

Basic to its decisions in relation to port development is the need to create and encourage a trading and operational climate that will enable port users not only to maximise cargo throughput, but also to achieve profitability for their various business enterprises.

Towards these ends, the Authority acknowledges that its main responsibilities are to:

- Encourage the use of the port to

its maximum capacity for the economic benefit of the port and its hinterland;

- Provide adequate harbour facilities and develop new installations, as and when necessary, ensuring that all facilities are adequately managed and maintained.

The Authority's control also extends to the following list of duties:

- Regulate, manage and control port traffic, lands and services in the Authority's area of influence, which includes Moreton Bay (from Caloundra Head to Beenleigh, latitude 27°41s) and the waterways flowing into the bay;

- Guide the operation of, and provide management for, small boat harbours;

- The leasing of Crown land (both above and below high water) where such (dry) land is contiguous to the waterfront;

- Permit the construction of private jetties/wharves and grant formal tenure thereon;

- Control and clean up oil pollution of the river, the bay and all tidal creeks;

- Manage and control some public jetties, and certain mooring areas.

Strategy

The corporate strategy of the Authority is to act as a catalyst to create an environment in which all port users can operate profitably.

A potential threat to that principle was the proposal by the Australian Customs Service to introduce cargo clearance procedures that, according to the port's private enterprise groups, would have had the effect of increased centralisation of ship arrivals and (import) cargo clearance on Sydney and Melbourne. Ports like Brisbane and Adelaide would have been very hard hit, indeed. Fortunately, concerted protests from both employers and employees forced the A.C.S. to rethink its approach. Full consultation should have occurred first.

During the year the Authority announced the results of a study into "the multiplier effect" of cargo moving through the port. The study showed that some 5,000 jobs relied directly on the port, creating the circulation of about \$600 million.

Therefore, it is obvious that attempts by the Authority to work as closely as possible with the commercial operators in the Brisbane port scene, have enormous flow-on significance. This must continue.

We have identified cargoes that can be attracted to Brisbane, but these will not eventuate until the shipowner is confident that cargo exchange will be carried out expeditiously.

The more cargo attracted to the port means greater stability of employment and an increased work force. Our impact study has shown that 1.5 direct jobs and 2.6 total jobs are created by every 100 TEUs coming through the port.

There are signs that the Pan-Australia freight rate system might be about to undergo a complete reappraisal. The system, originally introduced by the shipping conferences to average out cargo movement costs within the country to/from a central port, is increasingly under attack by non-conference lines. In difficult times, practices of "old" are always questioned and re-examined. Certainly, the Authority has played its part in assisting the commercial operators in the port to remain successful.

At this stage, it is difficult to assess the likely benefit or disadvantages to Brisbane in such a situation, but the Authority will monitor very closely any proposed changes to the present procedures.

(Port of Brisbane Authority Annual Report 1986/87)

Whyte Island Tug Base Officially Launched

The "no price increase" policy on general harbour dues, applied by the Port of Brisbane Authority for five years, was an example of control and restraint to be followed by all port operators.

So believes the Minister for Water Resources and Maritime Services, Hon. Don Neal, M.L.A.

Speaking to about 120 people at the official opening on December 15 of the Whyte Island tug base – the Port of Brisbane's newest installation – Mr. Neal said the Authority had shown that costs could be contained.

He added: "There are not many products or services that offer the same price today as they did back in 1982."

Thus, current general harbour dues' costs were effectively worth 60 per cent less than the 1982 real values.

He said the Authority intended to maintain these levels at least until the end of the current financial year.

The tug base opening was Mr. Neal's first port function following his appointment on December 10 as the Queensland Government's "maritime services" minister.

Small – But Good

Mr. Neal, who unveiled a plaque to commemorate the opening, assured all those making a living through the port that they had the total support of the Authority.

He said many efficient officers were working in close co-operation with private enterprise to boost port trade.

In world terms, Brisbane was only a small port but it ranked as one of the most modern and sophisticated on the international maritime scene – a reputation that was now further enhanced by the new tug base, he added.

He described it as the finest main-line tug terminal in Australia.

Including the base, the Authority – with support from private enterprise – had opened up the river mouth region as a major port complex in the remarkably short time of 12 years at a shared cost of \$220 million.

(Brisbane Portrait)

Port of Gladstone: Another Record Cargo

Port Authority Chairman, Cr. A.W. O'Rourke, M.B.E. said that cargo handled at the Port during 1987 was 27.8 million tonnes, just 2 million tonnes more than the previous year.

Imports totalled 7.7 million tonnes and exports were 20.1 million tonnes.

Coal was the largest export commodity with 16.4 million tonnes being shipped. Of this 13.9 million tonnes were shipped from the Clinton Coal Facility.

With the exception of seasonally affected grain tonnages, all major cargoes showed increases.

Mr. O'Rourke said that the record tonnage was handled in 548 ships, 15 more than the previous year.

MSB Efficiency Drive Cuts Operating Costs

A major overhaul of management and work practices within the Maritime Services Board is expected to reduce operating costs in the ports by at least \$20 million a year.

The project is part of a drive by the

MSB to further increase the level of efficiency and service to the shipping and export industries.

The increasing efficiency of the ports has enabled the MSB to hold port fees and coal-loading charges to one-quarter of the rate of inflation over the last 3-1/2 years, representing a saving of more than \$100 million to the NSW shipping and export industries.

The current freeze on port charges is expected to continue at least until the end of the 1987/88 financial year.

In Sydney, a joint union/management steering committee including the NSW Labor Council is overseeing a total of 45 projects reviewing specific areas in the Port of Sydney and MSB Head Office.

The projects are aimed at overcoming inefficient work and management practices, reducing overmanning in some areas and replacing outmoded and inefficient equipment.

The program will cut the MSB's operating costs in the Port of Sydney and Head Office by \$16 million a year.

Similar efficiency drives being carried out in the other ports are expected to produce a further \$4 million in savings.

Management Seminar by Ports Authority of Fiji

The Second Management Seminar was opened by the Director General of the Ports Authority of Fiji in Sky Room, Kaunikuila house on Friday 18 December, 1987.

As 1987 was an extraordinary year Management felt that the end of the year would be an opportune time to review PAF activities and performance and to emphasise what is expected of staff in another difficult year.

It is against this background that the Seminar was conducted with the following objectives:

To appraise staff of the forecasts for 1988:

- Tonnage forecast
- Vessel traffic forecast
- Revenue forecast

To examine the implications of these projections and to highlight the fact that cost containment would be one of the major objectives for Management in 1988.

To outline broad corporate principles and strategies for cost containment that are to form the basis for management monitoring and control in 1988.

To go a step further from the above and appraise staff of the following specific strategies common to all departments.

The seminar proved to be a success. (WAVU)

Malaysians Urged to Use National Facilities

The International Cargo Handling Coordination Association (ICHCA) organised a seminar entitled "The Intermodal Connection — A Cheaper Malaysian Alternative" aimed at enlightening shippers, consignees, container shipping operators and freight forwarders on the intermodal concept of freight carriage. About 150 participants attended this one-day seminar which was held last October at Batu Pahat, Johore.

Co-sponsors of the seminar were Kelang Container Terminal, Keretapi Tanah Melayu and Kontena Nasional who are actively promoting intermodal or multimodal freight transport to generate more traffic for Malaysian ports instead of depending traditionally on import and export via the causeway.

Presenting a paper at the seminar "Intermodal Transport — A Global Perspective," Mr. Eric Bubeer, KCT Assistant General Manager (operations), outlined the development of containerisation from its early beginnings around twenty years ago, the rapid changes this form of freight carriage underwent, its rapid growing acceptance amongst shippers the world over to its present-day situation as the state-of-the-art transportation mode for sea-borne freight.

In analysing the Malaysian situation Mr. Bubeer urged Malaysian merchants to fully utilise the national infrastructure — ports, roads and railways — to minimise international freight costs, as there are various benefits to be derived from the use of national facilities. The use of foreign vessels to feeder containers and transshipment costs at the port of a second country constituted foreign exchange loss to Malaysia. It also made imports more expensive and reduced the competitiveness of Malaysian exports in the world markets, said Mr. Bubeer.

Asking for a re-examination of trade routes in the 1990s which will offer new opportunities and markets, Mr. Bubeer said that it could no longer be justified

to continue with the past practice whereby exports and imports are transhipped through Singapore. The ports in West Malaysia have a single advantage over other ports for vessels trading between Europe and Asia in that they are the first ports eastbound and last ports westbound.

Mr. Bubeer said that with intermodalism containers which are currently moved through Singapore or feedered from Penang to Singapore could use Port Klang. This has been helped by recent changes in Customs procedures which encourage the movement of goods through national rather than foreign ports. (KCT Portrait)

KCT Simplifies Import Documentation

The Klang Container Terminal, in its efforts to simplify trade documentation and procedures for the delivery and shipping of goods through Port Klang, will introduce, as a first step on January 1st 1988, the Integrated Import Document (IID) adopting the United Nations layout format. The document which integrates 4 existing import documents, namely, the delivery order, import note, inward cargo invoice and the Customs examination form — now represented by 5 copies — will reduce the present number of documents or forms required for delivery from 12 to 8 and from 34 procedural steps to 19. (KCT Portrait)

Penang Container Yard Expansion Underway

Work on the expansion of the container yard at Butterworth Wharves has been underway.

The Phase II development project entails the demolition of three godowns — A6, A7 and A8, located at the container terminal — and the construction of a gravel bed container yard at the site. These godowns would be reconstructed at Bulk Cargo Terminal for lease to private operators for the storage of dry bulk cargo.

The expansion project costing M\$3.2 million would increase the container yard by another 3.2 hectares bringing the total area for container stacking to 11.8 hectares. With its completion in May 1988, the container yard at Penang Port would have a total capacity for stacking 7,845 TEUs.

(Berita Pelabuhan)

Quality Service for Port Users: PSA

"We must press on with our efforts to provide not only efficient but also quality service to port users at competitive prices," stressed Mr. Ng Kiat Chong, PSA's Executive Director.

Mr. Ng, speaking at PSA's 6th Productivity Month Function on 12 Nov. 87, also announced that PSA's productivity has continued to grow during the first nine months of 1987.

"Total general cargo throughput increased by 15.7% to 37.5 million tonnes. Containers remained our fastest growing area with a double-digit increase of 18.1% to reach 1.93 million TEUs during this 9-month period. At the same time, our staff strength was reduced by a further 4% from 8,113 as at 30 Sep. 86 to 7,804 as at 30 Sep. 87.

"This resulted in a 15% increase in value-added per employee compared to last year," he said.

"This reflects the fruits of efforts to continue adding newer and better machines to our operations, improving work methods and systems; computerising more operation areas; as well as the discipline, hard work and dedication put in by our employees," he added.

To improve service levels next year, Mr. Ng said that PSA intended to reduce the percentage of ships waiting for berths and continue reducing the size of the workforce. The container throughput would continue to grow and expected to surpass the 4 million TEU mark by 1992.

One way which PSA workers can help raise productivity and quality is by participating in quality circle (QC) activities. Some 2,400 employees or 31% of the workforce are active in 285 QCs and have worked on 405 projects since QCs were introduced in 1981. They achieved savings of \$254,000 from Jan. 86 to Sep. 87.

PSA will introduce a Staff Suggestion Scheme from January next year, to provide a channel for staff to make suggestions to improve efficiency, and promote greater interest in cost savings and quality service.

Mr. Kua Phek Long, Executive Chairman of Singapore Shipping Corporation, who was the guest speaker at the Productivity Month Function, spoke on "How PSA Could Provide

Effective and Quality Service to Port Users."

One of his suggestions was that PSA could set up a department where all user requirements could be directed and which would respond quickly to user needs. It could be supported by a research and development team.

He further said that besides the

Appropriated Berth Scheme, PSA could give priority to vessels that have good track record in terms of cargo volume, turnaround and arrival time.

Mr. Kua also suggested that vessels that achieve the best performance in terms of container handling rates be considered for a special monthly token award. (PSA News)



Heaviest Lifts Arrive in Jebel Ali

Dubai's Port of Jebel Ali played host recently to some of the heaviest lifts to arrive in the Gulf in recent years. The picture shows work commencing on discharging the first of five 500-tonne-plus pieces for the desalination plant being installed with the Jebel Ali "E" power station extension.

The desalination blocks were part of a total consignment of over 15,000 freight tonnes which arrived on the "GIANT 3" Smit-Tak semi-submersible barge. The barge, capable of transporting up to 24,000 tonnes by sea, was towed from Masan, Korea in 30 days by the Smit-Tak tug, the 10,000 HP "Smit Hunter."

The power station contractors, Korea Heavy Industries Construction, Korea were delighted with the smooth, problem-free transfer of the blocks from barge to port, and thence to construction site over 10 kilometres from the port. Whilst port operations and stevedoring were overseen by the Port Authority's general cargo department, the actual transport of the pieces was organized by Mammoth Gulf, well-known in the Gulf as the region's heavy-lift experts.

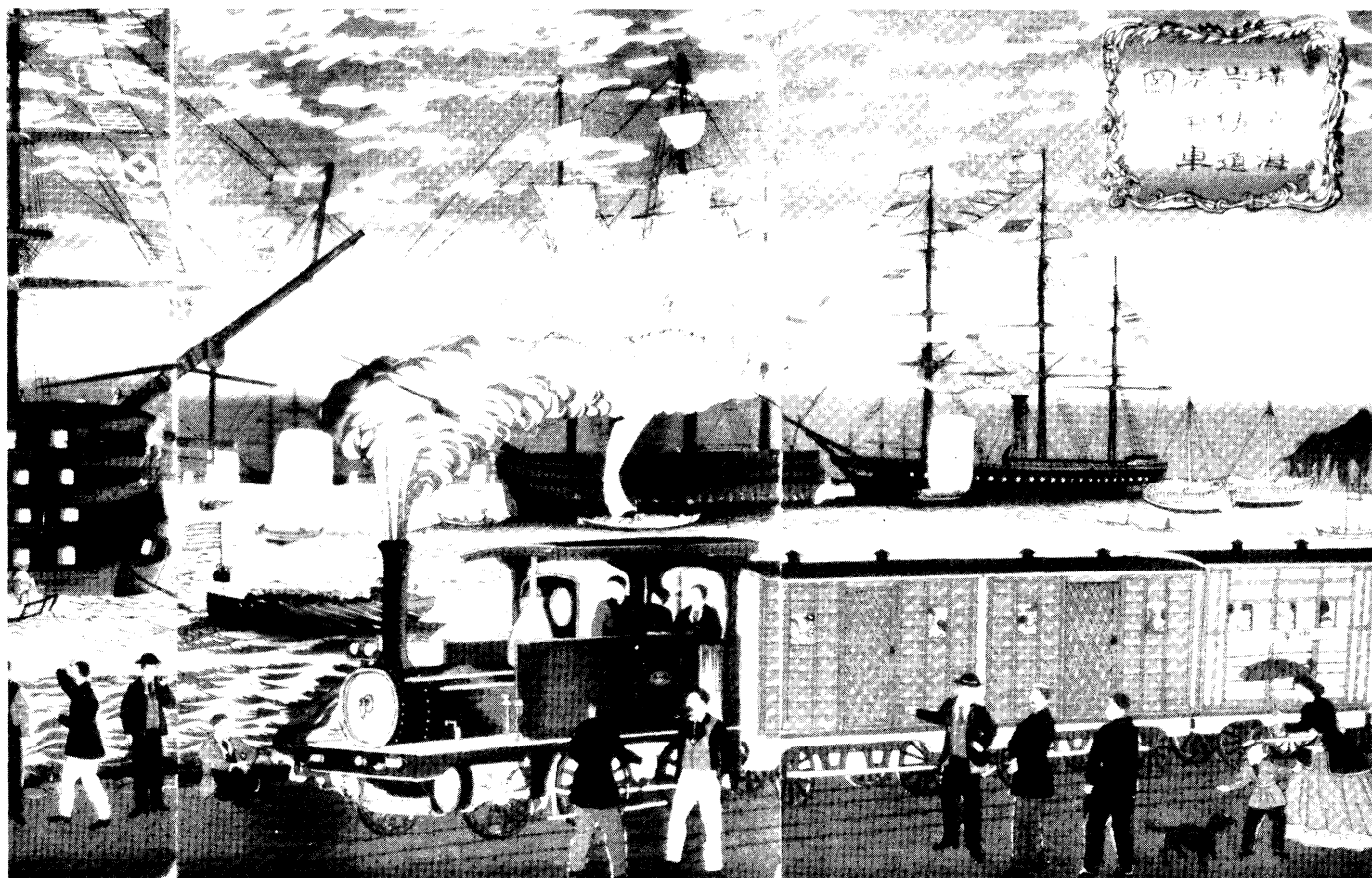
The Mammoth machinery itself is a superb example of technology in action. Using two self-propelled modular

trailers operating side-by-side under each piece in turn, and with each unit comprising 12 axles supported by 48 wheels, each axle was individually raised under computer control using powerful hydraulics. In fact, in multiple configurations these machines have proved capable before of lifting 4,000 tonnes in similar circumstances. Once raised off the deck of the barge the hydraulics were locked, and the load began its journey at the breakneck speed of up to 5 km per hour via a specially-constructed spur road from the port's general cargo berth to the first roundabout on the Dubai/ABu Dhabi road.

Another specially constructed road off the main carriageway into the plant enabled the modular trailers to position their loads in the exact location required, and lower them into place.

These pieces are just the first consignment of three — each consignment expected to be bigger than the last — which will enable completion of the power station by February next year, when the station's additional capacity in terms of power and desalinated water will be satisfying the needs of the rapidly growing industrial area in and around the Jebel Ali Free Zone.

PORT OF YOKOHAMA



We at the Port of Yokohama have rendered excellent services to ships from all over the world since its opening in 1859. We are sure that you will note the Port of Yokohama as soon as you use it once.



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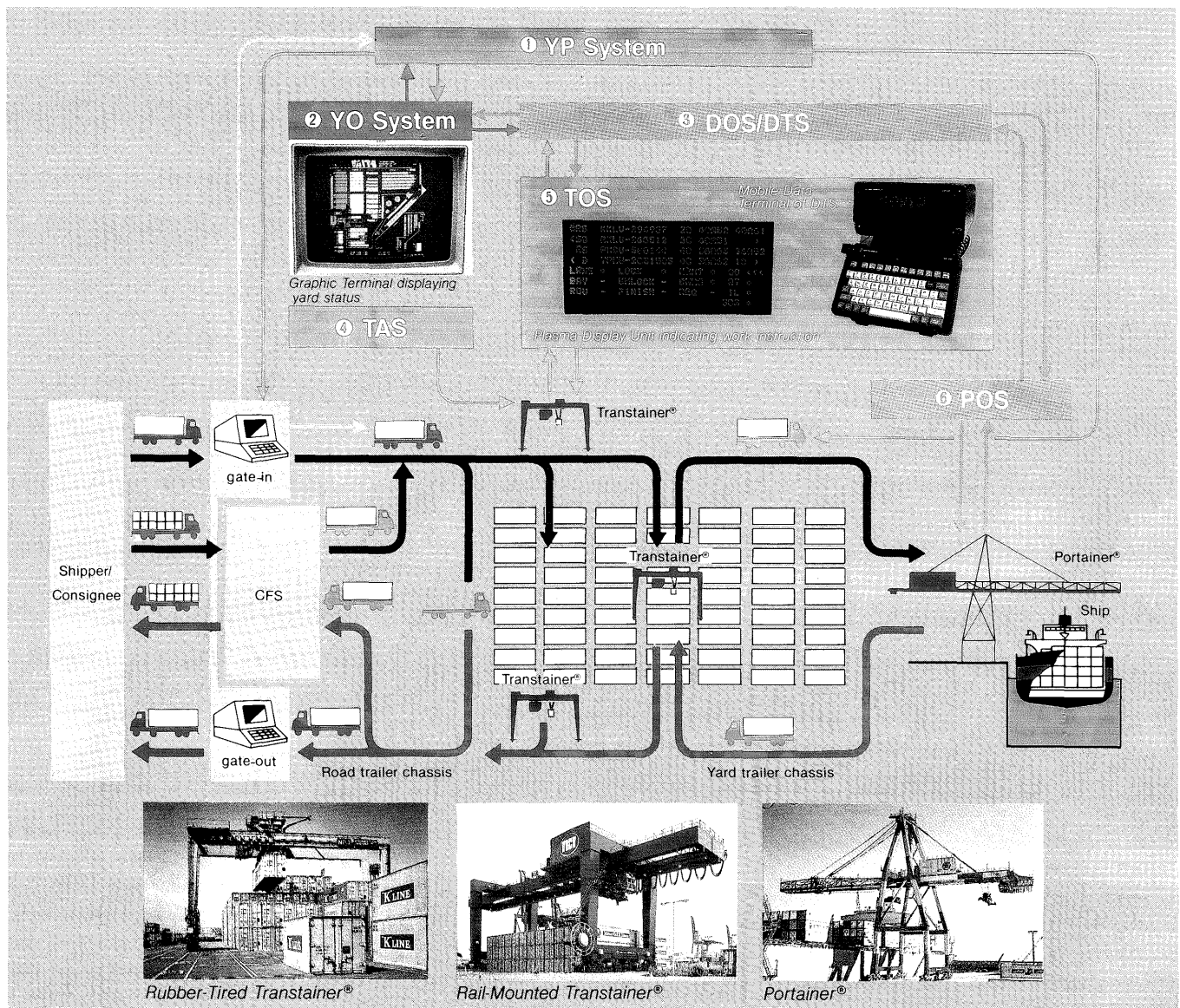


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