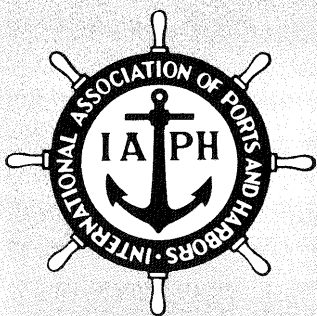


Ports & Harbors

July-August
1988
Vol. 33, No. 6

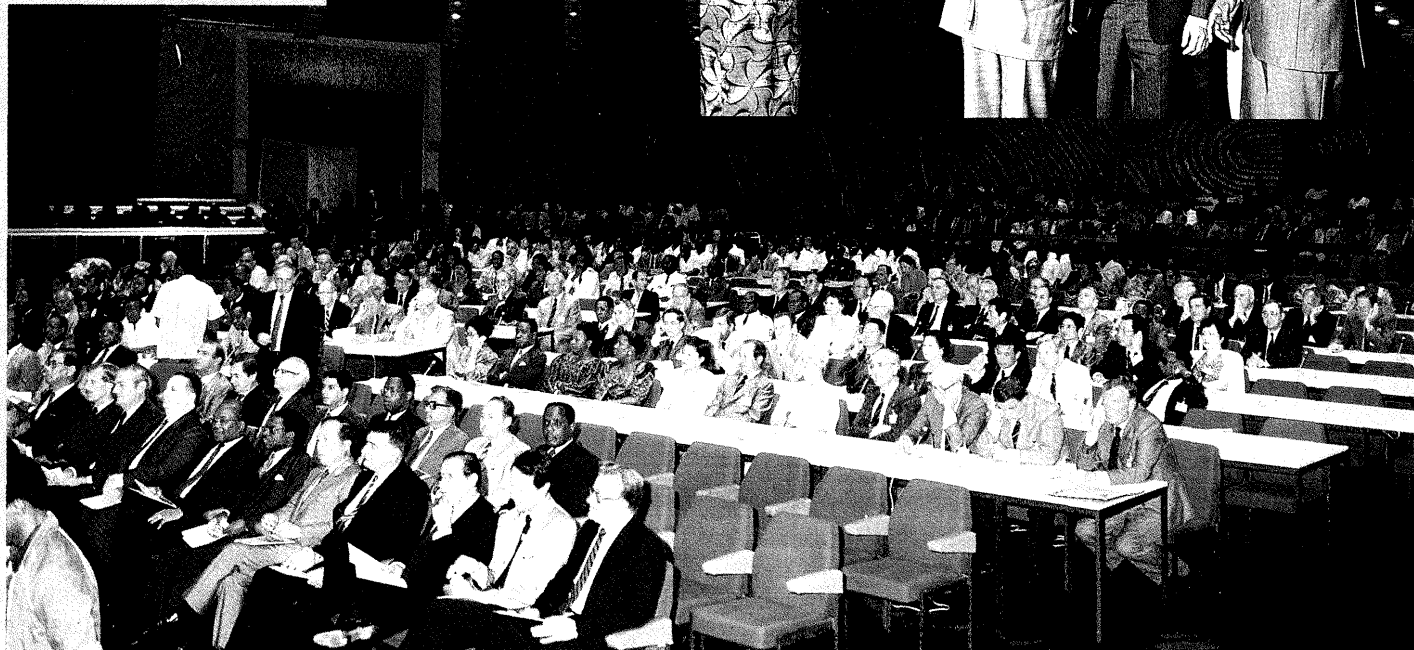
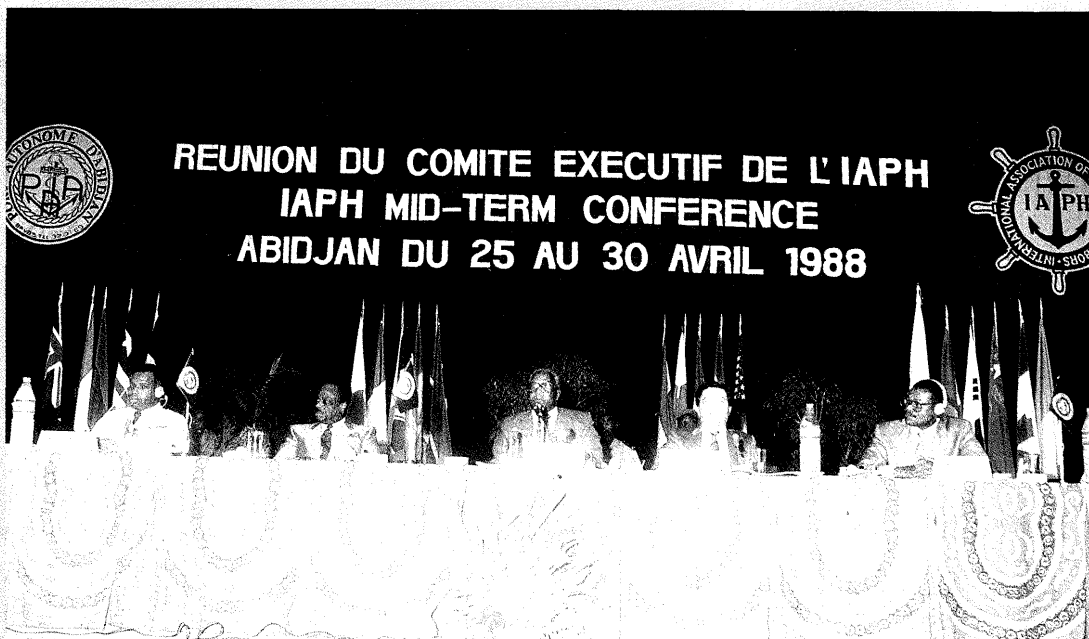


The Publisher
The International
Association of
Ports and Harbors

(Top) The Hon. Jean Konan Banny, Minister of Defence, Côte d'Ivoire (center), at the Opening Ceremony of the IAPH Exco mid-term meeting in Abidjan, Côte d'Ivoire.

(Center) The tape is cut for the Exhibition of the Port Management Association of West and Central Africa.

(Bottom) IAPH delegates at the Opening Ceremony.

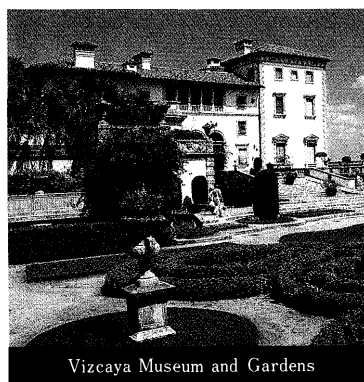


PORT OF MIAMI HOSTS THE 16TH CONFERENCE OF IAPH IN APRIL, 1989

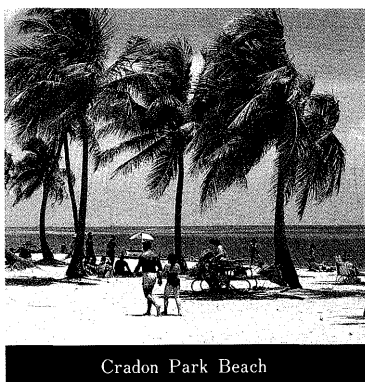


Official Carrier for
the IAPH Conference '89

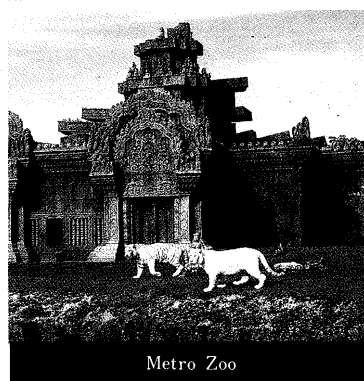
Ms. Lori Goodman, PR and Marketing Assistant, Port of Miami,
Promotes her port as venue for the IAPH Conference in 1989.



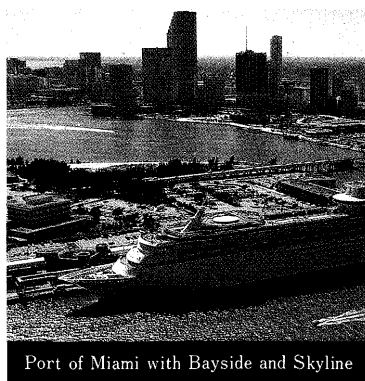
Vizcaya Museum and Gardens



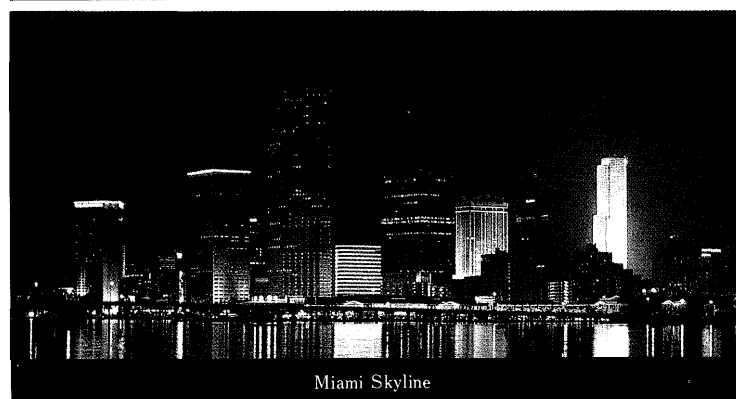
Crandon Park Beach



Metro Zoo



Port of Miami with Bayside and Skyline



Miami Skyline

HIGHLIGHTS OF THE CONFERENCE

**From the invitation address delivered by
Mr. C.J. Lunetta, Director, Port of Miami,
at the IAPH Conference in Seoul (May 1, 1987)**

- (A) A five-hour "Cruise to Nowhere" aboard one of the beautiful cruiseships based at the Port of Miami. The evening will include open bars, a full dinner, shows, dancing and casino action! We promise smooth seas and balmy weather.
- (B) A trip to the Florida Everglades complete with naturalist-guides, where you will see alligators, exotic birds and other wildlife in their natural habitat. This trip will feature an airboat ride through and on the "River of Grass", which we call the Everglades.
- (C) A wild hog barbecue at the Miami Seaquarium: this particular attraction features marine life, shows, great food, country & western style music and dancing.
- (D) A complete program for the spouses featuring a visit to the beautiful Vizcaya Museum and gardens.
- (E) A two-day tournament for our friendly golfers in IAPH who have been drooling to golf at the beautiful Doral Country Club.

**Pre- and post-conference packages
will offer trips to:**

- (A) Walt Disney World and the Epcot Center, both in Orlando, Florida, just some four hours from Miami; Kennedy Space Center in Cape Canaberal, just three hours from Miami; a three- or four-day Caribbean cruise which the Port of Miami will arrange at a very affordable price; trips to Key West, Florida, where Hemingway wrote most of his famous novels.

**Mark in your calendars April 22-28, 1989!
You can be assured that your visit will be
a memorable one.**

IAPH Officers

- President:** Wong Hung Khim,
PSA Delegate, Port of Singapore
Authority, Singapore
1st Vice-President: J.H. McJunkin,
Executive Director,
Port of Long Beach,
U.S.A.
2nd Vice-President: J. Mather,
Managing Director, Clyde Port
Authority, U.K.
3rd Vice-President: Cheung Yeun-
Sei, Chairman of the Korea
Shipping and Port Council,
KMPA
Conference Vice-President:
C.J. Lunetta, Port Director, Port of
Miami, U.S.A.

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OPEN FORUM

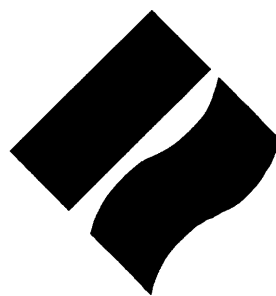
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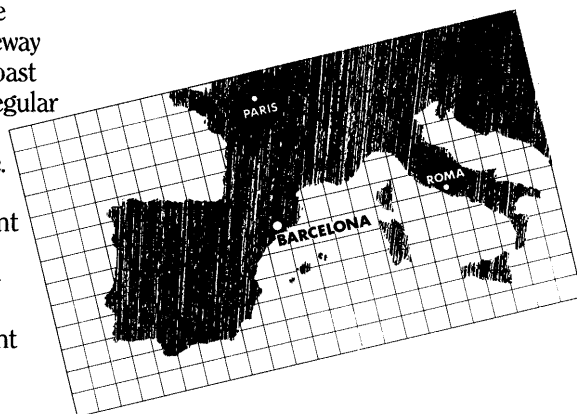
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The Port of Barcelona is leader in Spain in container traffic; it comprises infrastructure, equipment and safety, on line with the main European and American ports, with large facilities for storage under free zone conditions.

Moreover, the Port is undergoing an important development scheme, the highlight of which is the construction of a Trade Center, a complex of hotels, restaurants, shopping and exhibition centers and a marina. The future holds great promise. Discover Barcelona Port and uncover a world of possibilities.



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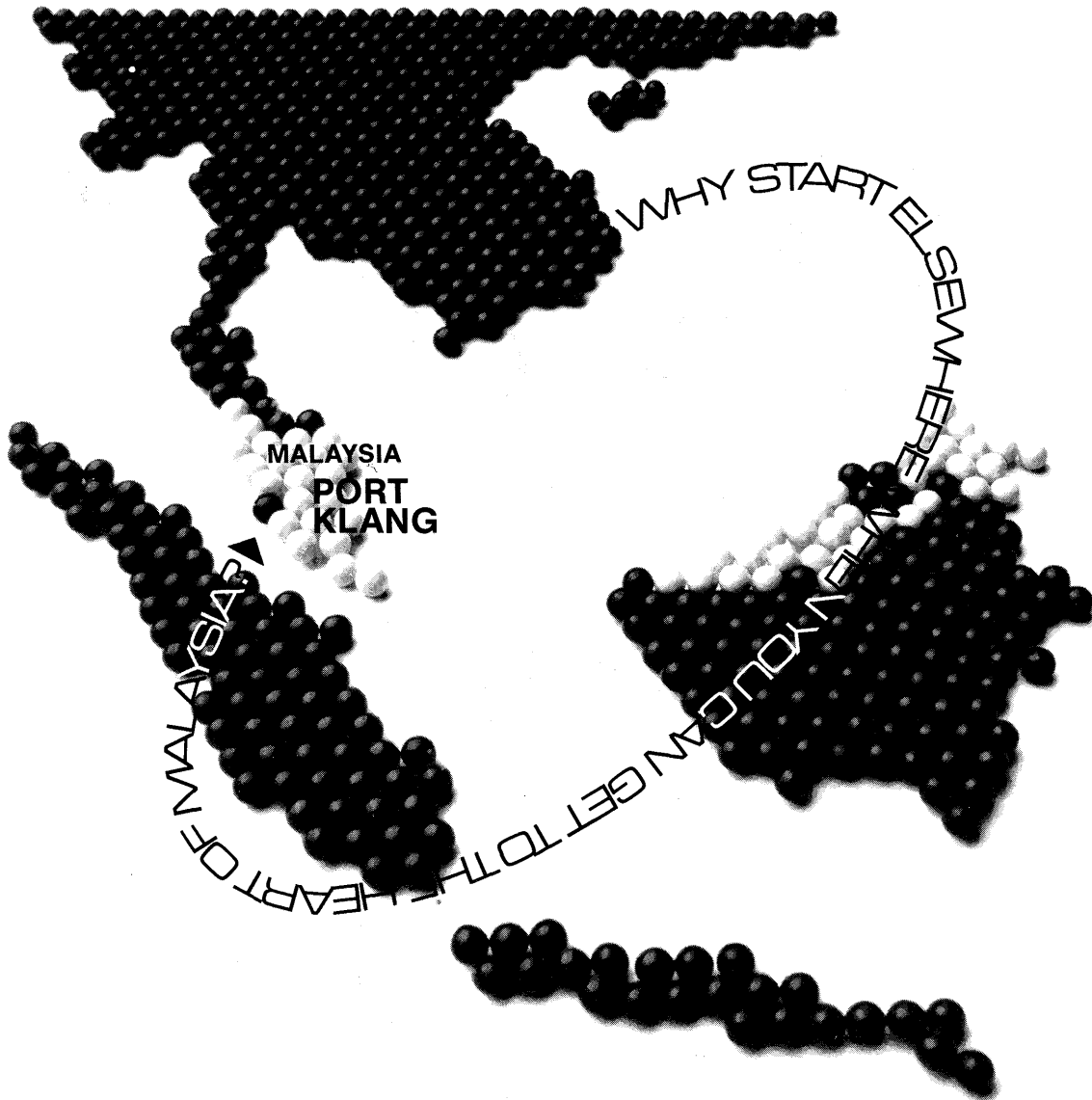
If you're moving goods in or out of Ireland, count on the ability of Dublin Port.



DUBLIN PORT

Commercial Manager, Port Centre,
Alexandra Road, Dublin 1.
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Telex: 32508. Fax: 735946.

ONE QUESTION ALL SHIPPERS SHOULD ASK THEMSELVES



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Infinite warehouse space (including bonded facilities of international standards).

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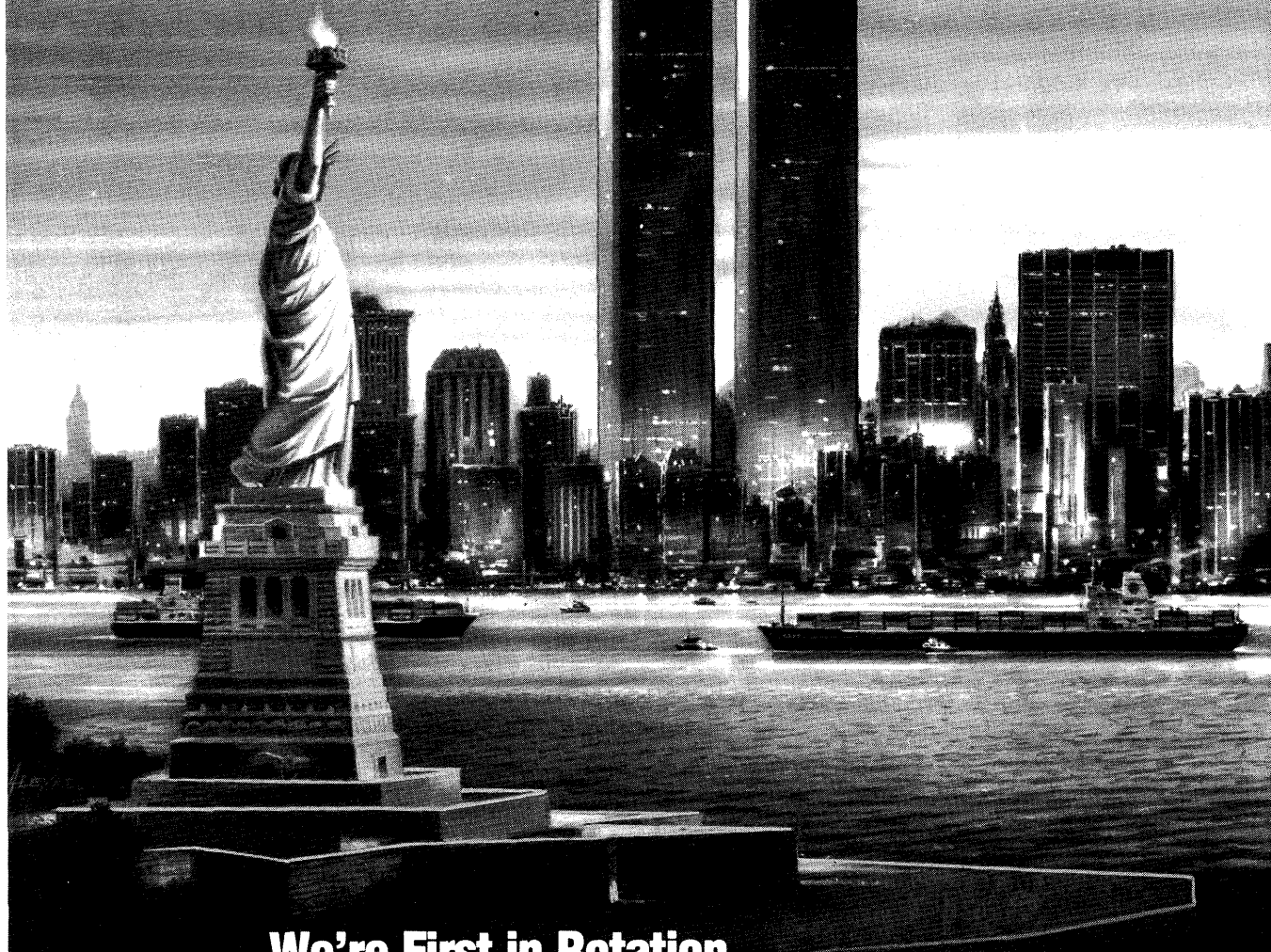
And stay on top of the import and export trade.



Klang Port Authority, Malaysia.

Mail Bag Service 202 Jalan Pelabuhan,
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When you know
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We'll both
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THE PORT AUTHORITY OF NY & NJ

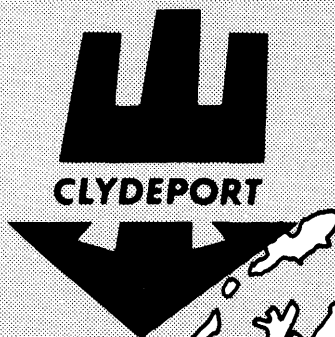
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IAPH ANNOUNCEMENTS AND NEWS

EXCO, Legal Counselors, Internal, Technical Committees Meet in Abidjan, Côte d'Ivoire April 25 – 29, 1988

— Assistance for Developing Ports Reaffirmed —

The mid-term meeting of the Executive Committee of IAPH was held from 0900 to 1200 and 1400 to 1730 at the Conference Hall of the Hotel Ivoire, Abidjan, Côte d'Ivoire, on Thursday, 28 April, 1988, under the hostship of Mr. J.M. Moulod, Director General, the Port of Abidjan. It was attended by all the Officers (President, Vice-Presidents, Immediate Past President and Secretary General), Exco members (except for six who sent their regrets), the Chairman of the Legal Counselors and the Chairmen of the three Internal & six Technical Committees, Liaison Officers with international organizations and the European Represen-



The EXCO Meeting on April 28, 1988.

tative, and a number of observers. The meeting was chaired by President Wong.

The Executive Committee meeting was preceded by the meetings of the Legal Counselors (which met jointly with the Constitution & By-Laws Committee), the 3 Internal Committees and 5 Technical Committees (the Committee on Trade Facilitation did not meet). These meetings were held on Tuesday, April 26 and Wednesday, April 27. The total number of delegates and observers attending the mid-term meeting in Abidjan, according to the announcement made by the host port, amounted to 85 from 30 different countries.

Specially and emphatically noteworthy is the fact that the Conference was attended and observed by a great number of port officials from the region. On top of this, it should be noted that an exhibition was organized by the Port Management Association of West and Central Africa. The event truly helped to bridge the ties of communication among the people who gathered in Abidjan.

Official Opening Ceremony

The conference was officially opened by the Hon. Ekra Mathiew, Representative of the President of the Republic of Côte d'Ivoire, at the Official Opening Ceremony held from 1600 to 1800 on Wednesday, 27 April, 1988, in the Auditorium of the same hotel. Those attending comprised the Hon. Jean Konan Banny, Minister of Defence, the Hon. N'Koumo Mobio, Mayor of Abidjan, officials of the Côte



The Official Opening Ceremony.

d'Ivoire Government, resident representatives of the diplomatic corps, officials of the leading public institutions and private industries, and all IAPH delegates and accompanying persons.

Decisions and Recommendations

Highlighted and summarized hereunder are the decisions and recommendations of the Executive Committee, reached by and through extensive debates and discussions.

Vacancy in EXCO (An elective member)

The Executive Committee formally recorded Mr. J. Dubois' resignation from the Committee and noted that a vacancy thus exists. The Executive Committee ruled that the Board's election should take place in due course after a regional caucus is held under the initiative of the regional Vice-President.

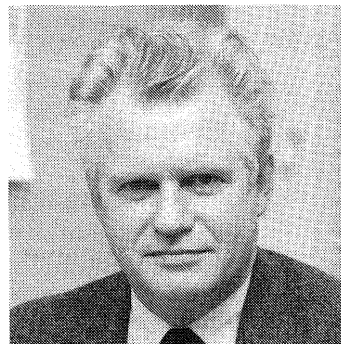
Technical Committee Chairmen

President Wong announced the appointment of the chairmen of the two technical committees, namely:

- Mr. Jean Smagghe of the Port of Le Havre as the Chairman of the Committee on Port Safety, Environment & Construction, succeeding Mr. J. Dubois, and
- Mr. Robert Cooper of the Auckland Harbour Board as the Chairman of the Committee on Cargo Handling & Operations, taking over from Mr. Carmen Lunetta.

Nomination of a Legal Counselor*

At the recommendation of Mr. P.J. Falvey, Chairman of the IAPH Legal Counselors (New York & New Jersey), the Executive Committee agreed to the nomination of Mr.



Mr. K. d'Angremond

E.T. Waiyaki, Secretary & Legal Officer, Kenya Ports Authority, to be a Legal Counselor for later approval by the Board.

Liaison Officer with PIANC

The Executive Committee appointed Mr. K. d'Angremond, Managing Director, Port Management of Amsterdam, as IAPH Liaison Officer with PIANC, effective immediately.

Internal Committee Matters

Finance Committee

The items and recommendations submitted to the meeting by Chairman Steiner (New York & New Jersey) were as follows:

- (1) the settlement of accounts for 1987,
- (2) the recommendation that a revision of the annual membership dues not exceeding 10% of the current level be incorporated from 1989, in order to give the Association's finances more stability and, more specifically, to remove the need for even more drastic dues increases in the future, and
- (3) the consequent proposal that the Executive Committee

should be empowered, at its mid-term meeting, to amend dues by not more than 10% for a single number of years so that the Association can better cope with the financial problems caused by the ever-fluctuating monetary situation; and

- (4) the recommendation that member ports as well as manufacturers and service-supplying industries related to ports be encouraged to run more advertisements in the journal "Ports and Harbors" and, consequently, that a promotional campaign aimed at the members and those port-related manufacturers at large be organized.

The Executive Committee, after accepting the report on the settlement of accounts for 1987, approved the recommendation **to raise the dues by 5% effective from January 1, 1989** and to go through the necessary procedures with the Board of Directors*.

Noted by the Executive Committee was the fact that the current budget was not achieving balance on an annual basis and that this decision was necessary in order to avoid possibly drastic dues rises on future occasions. The fact that the Association had last raised dues in 1983 was also noted, as well as the constantly unsettling effect such a monetary situation has on the financial stability of the Association.

The Executive Committee, noting the remarks made by Chairman Steiner that only 22 ports out of 230 regular members of IAPH ran their advertisements in the journal last year in spite of the invitation to that effect, strongly recommended that the members — Regular and Associate Members alike — should consider more seriously running their advertisements in their journal, "Ports and Harbors". A suggestion to the effect that all members should positively support the journal by subscribing advertisements of at least one page a year was unanimously supported by the Executive Committee.

(Remarks by the Head Office Secretariat: A campaign letter along with the the above guidelines will be sent to all members in due course.)

Membership Committee

Chairman Mather, after reporting on the current status of the membership (230 Regular Members and 121 Associate Members from 79 countries as of March 31, 1988), noted that there had been a gradual increase in members and, further, that the campaign for new membership should be carried out with renewed efforts. He also reported that there had been an increase of 25 membership dues units, when compared with the figures available at the end of fiscal 1987, as a result of the biennial dues unit notification for the 1988/89 term which was conducted in 1987.

The Executive Committee accepted the report and recommended that the membership campaign should be continuously carried out and asked for renewed efforts by all.

Constitution & By-Laws

Chairman McJunkin submitted a draft entitled "Notes on the Participation of IAPH Representatives at Meetings of International Organizations", which was intended to lay down guidelines for the scope and range of responsibilities of IAPH representatives at meetings of international organizations. He further recommended that the "Notes" should be appended to the leaflet containing the Constitution and By-Laws.

Chairman McJunkin (Port of Long Beach), in support of the proposed dues raise from 1989, suggested that the Executive Committee should be empowered to amend dues, at its mid-term meeting, by not more than 10% for a single number of years so that the Association can better cope with the financial problems caused by the ever-fluctuating monetary situation. The Executive Committee, agreeing to the suggestion, asked the Secretary General to follow up the matter and take the necessary action.

Chairman McJunkin further mentioned that his committee, at its meeting on the previous day, discussed the implications contained in a proposal by a member suggesting the creation of five regions instead of three, as currently provided for in Sec. 20 of the By-Laws, and further suggesting the creation of regional centers in each region. He concluded, however, that the committee had held it in abeyance in view of its implications in terms of both practicality and financing.

The Executive Committee approved the "Notes on the Participation of IAPH Representatives at Meetings of International Organizations" (reproduced as Attachment 2 on page 16 of this issue) and its inclusion in the booklet of the Association*.

The Executive Committee also supported the abeyance of the proposal.

Technical Committee Matters and the Report of the IAPH Liaison Officer in Europe

The reports of the six Technical Committees as well as that of the IAPH Liaison Officer in Europe, which were duly accepted by the Executive Committee, are separately featured in this issue. In particular, the following points were agreed upon and endorsed by the Executive Committee:

CIPD Fund-raising Campaign

The Executive Committee, at the recommendation of the Secretary General, agreed to campaign for the members' cooperation with the International Port Development Technical Assistance Fund, setting a target amount of US\$70,000 over the next two years.

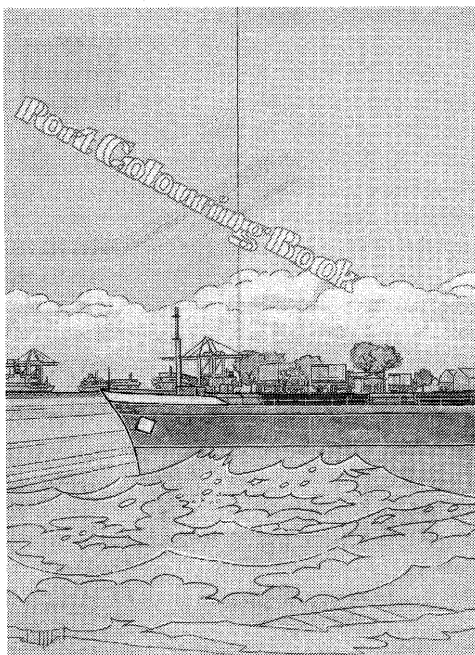
The CIPD Fund is supporting the two major IAPH Schemes, namely the Bursary Scheme (approximately 10 bursaries, each up to US\$3,500 per year), and the IAPH Award Scheme (an Essay Contest including an invitation to the IAPH Conference for the 1st prize winner as well as prize money for essays gaining 1st to 4th places). The two schemes are being administered by the Committee on International Port Development (Chairman: Mr. C.B. Kruk, Port of Rotterdam).

Committee Surveys

A survey on the availability of training programs for port officials from developing ports will be conducted under the auspices of the Committee on International Port Development (Chairman: Mr. C. Kruk, Port of Rotterdam).

A survey on personal accidents related to cargo handling in ports will be conducted under the auspices of the Committee on Cargo Handling & Operations (Chairman: Mr. R. Cooper, Port of Auckland).

(Remarks by the Head Office Secretariat: Both surveys will be sent from the Head Office in due course upon the receipt of the necessary advice on the format and other matters from the respective chairmen.)



An IAPH Coloring Book

The production of a coloring book for children is a project being carried out by the Public Affairs Committee (Chairman: Mr. R.N. Hayes, Dublin Port and Docks Board). It is intended to be used as a tool for the publicity and promotion of port activities.

The coloring book (14 pages including the cover pages/ A4 size, when printed) will be usable by any port and in any language as a blank space for port logos and captions has been provided. Together with standard wording for the captions in English, currently under preparation is a set of seven ready-to-print sheets (whether in the form of films or clear sheets is not yet known) which will be sent to all member ports.

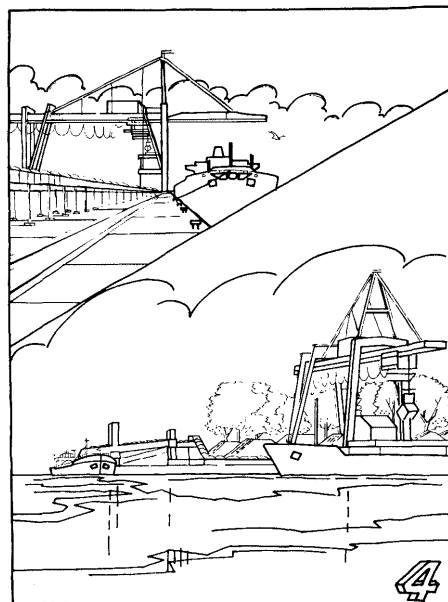
(Special remarks by the Head Office Secretariat: We would like to take this opportunity to offer our special thanks to the Port of Rotterdam, and in particular to Mr. W. van Horssen, Editor-in-chief of the journal "Rotterdam Europort Delta", for his cooperation in extending his expertise. We also wish to thank Mr. Han Kleinbloesem, the artist.)

Qualification of Members for Technical Committees

It was keenly felt by the Executive Committee that the members of such committees should be confined to those active individuals who could respond to communications from the respective chairmen and cooperate with the programs of activities of each committee, even if he might not be able to attend mid-term meetings of his committee. The Executive Committee felt that inactive members would have to be dropped from the roster.

Participation in IMO Workshop*

As previously reported, the Executive Committee, at its meeting by correspondence called for March 27, 1988, voted for IAPH participation in the educational program to be organized by IMO for October/November this year in Baltimore, Maryland, U.S.A., by means of disbursing the amount of US\$25,000 from funds available in the budget item "Yet to be determined".



Enhancement of Ports' Cooperation with Customs Authorities

The Executive Committee fully supported the presentation by Mr. F.L.H. Suykens, Chairman of the Trade Facilitation Committee (Antwerp), concerning the need for ports to cooperate with the work of customs authorities and to take whatever concerted actions were necessary for the smooth clearance of goods as well as for the fight against the smuggling of drugs through ports.

The Executive Committee also supported the need for ports to devote more attention to the introduction of electronic data interchange (EDI), and further felt that the expertise held by the Customs Cooperation Council (CCC) should be better known and promulgated by ports. In this connection, the question was raised as to whether an expert like Mr. John Raven, IAPH Special Reporter with CCC, whose expertise covers issues related to EDI, Ports, and Customs, might be able to offer his insights at the forthcoming 16th Conference of IAPH.

Report by the Chairman of Legal Counselors

Chairman Falvey (New York & New Jersey), in support of the proposed dues raise from 1989, suggested that the Executive Committee should be empowered to amend dues, at its mid-term meeting, by not more than 10% for a single number of years so that the Association can better cope with the financial problems caused by the ever-fluctuating monetary situation. The Executive Committee, agreeing to the suggestion, asked the Secretary General to follow up the matter and take the necessary action.

Chairman Falvey, in respect to the submission of the IAPH stances to other international bodies, indicated that those drafts should be referred to the Legal Counselors, prior to submission, for screening of the wording and expressions in order to avoid any conflicts with the previous resolutions and/or stances expressed by IAPH.

The 16th IAPH Conference in Miami, April 1989

Mr. Carmen Lunetta, IAPH Conference Vice President

and Director, the Port of Miami, the host port for the 16th IAPH Conference, assuring everyone of his and his port's determination to make the 16th Conference as meaningful as possible for the delegates and participants and as enjoyable as possible for all, reported on how the preparations for the next conference have progressed since the Seoul gathering.

He also noted that a special meeting with the staff of the host port and the Chairmen of the Technical Committees had been organized on the Thursday morning (April 28, in Abidjan) to discuss the details of one of the six working sessions which would be devoted to matters related to the Technical Committees as well as to prepare for the other sessions.

The Executive Committee agreed on the main items involved. Under the provisions of the By-Laws of our Association, the items marked * were placed before the Board of Directors at its meeting by correspondence held on June 20, 1988, while the others have been readily accepted and publicized. The major items are as follows:

Dates: April 22 (Sat) — April 28 (Fri), 1989

Venue: The New Fontainebleau Hilton Resort, Miami, Florida, U.S.A.

Host: The Port of Miami

Conference Theme: "Ports — The Intercontinental Connection" (with the wording preceded or followed by "IAPH World Ports Conference")

Conference Chairman*: Mr. Carmen Lunetta, Port Director, the Port of Miami and the IAPH Conference Vice-President

Tentative Program: (Attachment: 4)

Registration Fees*:

Membership Categories	US\$
Regular Members	595
Temporary Members	595
Honorary Members	0
Retired Honorary Members	0
Founder Honorary Members	0
Associate Members (Class A to D)	760
Associate Members (Class E)	595
Life Supporting Members	595
Non-Members	925

Simultaneous interpretation services for plenary-type sessions: English, Japanese, French and Spanish

Official Carrier: Northwest Orient Airlines

Exhibition: There will be an exhibition. The exhibition will be managed by the "Seatrade" Organization, a U.K. based publisher of Seatrade Week and Seatrade Business Review and an organizer of business events.

Working Sessions: The order of occurrence of the session, except for Session 1 which is to take place before any of the other five, has yet to be clarified. A very brief outline of the six working sessions fundamentally agreed upon by the Executive Committee is as follows:

Session 1: Technical Committees — Open Forum

Session 2: Africa/Europe — Port Development/ Trade/Technology (Major Paper + Panel Discussion + Open Discussion)

Session 3: Americas — Port Development/ Trade/ Technology (Major Paper + Panel Discussion + Open Discussion)

Session 4: Asia — Port Development/ Trade/ Technology (Major Paper + Panel Discussion + Open Discussion)

Session 5: Critical Issues Session (Issues to be deter-

mined)

Session 6: Vessel Control, Customs, EDI, etc (Major Paper + Panel Discussion + Open Discussion)

The Thursday (April 29) session of the mid-term meeting of the Executive Committee adjourned by adopting unanimously the "Resolution of Thanks to the Host and the Port of Abidjan" (Attachment: 1), submitted by Mr. P.J. Falvey, Chairman of Legal Counselors.

Closing Ceremony

Closing the conference was the Hon. Jean Konan Banny, Minister of Defence, at the Official Closing Ceremony held from 1100 to 1200 on Friday, 29 April, 1988, at the same venue. At the closing ceremony the chairman of each of the six Technical Committees of IAPH delivered a verbal report, and the results of the meeting of the Executive Committee were summarized and reported by President Wong.

Addresses at Official Opening Ceremony

(April 27, 1988)



**By Mr. Jean-Michel Moulod
Managing Director of the Port of
Abidjan,
Chairman of the Port Management As-
sociation of West and Central Africa**

On this solemn occasion on which I have the privilege of opening this important assembly and welcoming our guests, you will certainly understand when I say that it is difficult for me to find the right words to describe effectively the mixed feelings I have in this situation: feelings of gratitude, joy, uncertainty and hope.

First of all, a feeling of gratitude towards the government of our country, which has at its head our most revered Head of State, His Excellency the President Felix Houphouet-Boigny, who I wish, in the name of all the workers of the Port of Abidjan and in my own name, to thank sincerely for not only making the holding of this IAPH meeting here

in Abidjan possible, but above all for attracting such great importance to it by agreeing to be the ceremony patron and by sending his personal representative to this opening ceremony, to which we attach much importance. Please transmit to him, Honourable Minister of State — for we cannot find a better messenger than you — our sincere respect and profound gratitude and assure him of our constant desire to make the Port of Abidjan even better-equipped than it is today, even more dynamic and still more efficient in its important role in the development of our country.

Honourable Minister of State, your presence at this ceremony as the representative of the Head of State constitutes for us a great honour and fills us with joy not only because of your personality, or your political importance, or the very close relationship you have with the Head of State as his comrade of old and as an eminent member of the National Party as well as the Government, but because you have always paid special attention to everything that would help the development of our ports. Moreover, we have always benefited from your enlightened advice and support, and we would like to take this opportunity to express to you once more our sincere gratitude and affection.

As for you, Honourable Minister of Defence, I lack the right words and all the emotion and warmth needed to express to you our sincere gratitude and thanks, not only for being at our disposal at all times and making such great efforts, without which the success of this undertaking would not have been possible, but most important of all for your excellent grasp of all the undertakings of the Port since the Head of State accorded you responsibility for this complex and strategic sector of ours.

Together with you, Honourable Minister, I would also like to thank all the important personalities from Côte d'Ivoire and elsewhere who have chosen to sacrifice part of their precious time in order to be with us on this occasion. We consider your presence as a sign of friendship and solidarity which we find very touching, and which in turn merits our sincere thanks and gratitude.

Amongst these personalities, I would like to mention specifically the Honourable Representative of the international organisations and friendly countries whose constant aid is forever assured.

Allow me, ladies and gentlemen, to thank all the authorities of Côte d'Ivoire who have helped immensely in making this conference a reality, particularly, Mr. N'Koumo Mobio, the Mayor of Abidjan and our two national Maritime Companies — the Sitram and Sivomar — as well as the Association of Ports represented by Federmar (the Maritime Federation of Côte d'Ivoire), who have been of great assistance.

My thanks equally go to our brothers and colleagues in the PMAWCA (Port Management Association of West and Central Africa), who have shown the true fraternity binding the members of our regional association, as well as to the members and non-members of the IAPH who have agreed to help us welcome the Directors of IAPH. I also extend my special thanks to all who have responded to our call by participating in this modest exhibition that we have organized in order to give our hosts a general view of the port system in our region.

My thanks also go to Mr. Smagghe, Director General of the Port of Le Havre, and his colleagues in the IAPH, whose long assistance and advice in the preparation of this meeting we highly appreciate.

At this juncture, I would like to turn my attention to

my colleagues and friends, the Directors of the IAPH, members of the Executive Committee and internal and technical committees who have come, some from very far, to participate in the first African meeting of the Executive Committee of the IAPH under its new title of Mid-Term Conference. I would like to extend to you, in the name of the Ports of Abidjan and San-Pedro and in the name of all our colleagues in Africa, the traditional "AKWABA". We welcome you to Abidjan, the economic capital of Côte d'Ivoire — often nicknamed "Pearl of the Lagoons" — which, I hope, you will spare a little bit of your limited time to visit.

I hope your stay in Côte d'Ivoire will not only be fruitful but also pleasant and I would like to assure you that you can rely on the readiness and devotion of the members of the Organizing Committee, led by Mr. Albert Tiapani Kacou. Also, I would ask you in advance to excuse us for any imperfections that you might notice in the organisation of this conference.

Mr. President, we are very moved by this action which to us has a double significance, since according to the authority to organize this conference shows your friendship and the degree of confidence you have in the authorities of the Port of Abidjan.

To us it is, first and foremost, a very important role that has been given to the Port of Abidjan. It is at the same time recognition of the policies of the Ivorian Government, which have made this port a very important factor contributing immensely to the development of the economy of Côte d'Ivoire — a port with very modern facilities which, thanks to a most comprehensive investment policy, has been able to rise up to become one of the continent's biggest ports.

All the same, ladies and gentlemen, this feeling of pride will never let us forget the second and, doubtlessly, most important significance of this event, which vividly portrays the ever growing position of the developing countries in general and African ports in particular in the preoccupations of the IAPH.

We find it all the more advantageous that such an encouraging event can only go to help the IAPH to respond more effectively to its first objective, that of being an instrument of co-operation and solidarity for the safeguarding of the interests of all the ports of the world, especially those of the developing countries which need it most. Such an event will doubtless enable the IAPH to appreciate better the problems facing our ports, to understand the ports' individual shortcomings and to appreciate the importance of the ports in our regions, not to mention the strategic importance of the ports in the development of the economies of our young countries. For most of them, as much as 90% to 95% of their external trade is carried out by sea, and this often transits through one major port.

The concept of port efficiency, which aims at ensuring the lowest transit costs for merchandise and ships, is thus of particular importance in our ports since the efficient or slack functioning of a port undeniably has positive or, conversely, negative effects on the development activities of the whole country.

Côte d'Ivoire is undoubtedly one of the first countries to have understood the capital importance of the total control of its maritime services.

This is why, in the first years of independence it acquired a set of equipment, structures and infrastructures necessary for the success of its maritime policy. Concrete steps were taken in the fields of training, of maritime studies, of maritime transport and of the administration of the ports operations

sector as well as, of course, the port structures.

The Ivorian harbour system, through which passes almost 98% of our country's external trade, consists basically of the Ports of Abidjan and San-Pedro.

San-Pedro Port is an almost perfect illustration of one of the basic functions of a port. That is its role in the development of the territory and its function as a center of regional development. It is the country's second port, created within the context of an integrated regional development project, to complement Abidjan Port which opened to navigation in 1950, by the cutting of the Vridi Canal.

This canal is capable of simultaneously dealing with more than fifty commercial ships and disposes of more than 5km of quays around a magnificent 1,000 hectare water plan. It has specialised terminals for containers, timber, hydrocarbons, fertilizer, cereals, fruit and vegetables.

As the first commercial port of the sub-region with a global trade figure of 9.5 million tons dominated by a variety of merchandise in spite of the persistent crisis, Abidjan Port is a major instrument of economic co-operation with other ports and other countries through its transit and transshipment functions.

Thus, Abidjan Port serves as a transit port for the Sahelian countries, especially Burkina Faso, Mali and Niger. A substantial part of the external trade of these countries (more than 600,000 tons of merchandise annually) passes through this port.

Abidjan Port, from its strategic geographical location on the coast and especially as a result of the performance of its staff and the quality of the services provided by its harbour, as well as the high yield of its operators, also plays the role of a sub-regional transshipment port. Thus, about half a million tons of merchandise is transhipped annually at Abidjan, destined for other coastal ports.

Abidjan Port, which is also an industrial port around which takes place some of the most important industrial activities in Africa, is a major fishing harbour and is actually the first tuna port of Africa, and a typical example of the port of a developing country which has had to adapt itself progressively to perfectly-programmed containerisation, using at each step all means available, so as to avoid rupturing its socio-economic balance. Today, the port offers to its clients a modern well-equipped terminal with two heavy cranes for an even more efficient handling of containers, whose traffic reaches more than 160,000 boxes.

But in most other African countries, considerable efforts have been made in the field of infrastructure and equipment, as well as in the field of modernisation of management equipment, to adapt their ports to the technological evolution in the maritime sector. Examples are the construction of container terminals at Douala, Dakar, Cotonou, Casablanca, Djibouti, Lagos and Mombasa; and extension and modernisation works at San-Pedro, Nouadhibou, Lome, Douala, at the Moroccan Ports, in Zaire and in Nigeria. All this cannot hide the obstacles met in the search of sufficient control over the port services of our countries because of the following factors, and many more besides:

- the overly capital-intensive nature of investments made necessary for port equipment, as well as for infrastructure and materials; and
- the important need to constantly adapt to a particularly rapid technological and technical evolution using extremely modest means in a perpetually evolving sector which makes our ports run the risk of finding their equipment — acquired at such great cost — rapidly

outdated.

All this demands constant sacrifices from us as well as totally concerted activities, for the exchange of experiences, and for the putting to common use of available human and material resources. In short, South-South and North-South Co-operation.

You will understand therefore, ladies and gentlemen, why we judged it appropriate to invite our colleagues, members of the PMAWCA (Port Management Association of West and Central Africa) to be observers at our sittings. Set up in 1972, the PMAWCA, of which almost all the maritime ports on the Atlantic coast of the continent are members, and of which I have the honour of being the Chairman, represents on a regional level what the IAPH stands for on the international level. In this regard it has exactly the same objectives of safeguarding the interests of member ports, of exchanging experiences, of co-operating and practicing solidarity. In less than two decades of existence, it has been able to make some concrete, positive and significant moves which today make it a serious spokesman, enjoying a certain credibility both in the African continent and outside.

Without wasting too much time on the various concerted training activities, the joint search for solutions to various problems and the difficulties that our ports are faced with, I will simply cite the following achievements:

- **the setting up of a solidarity fund** from contributions of port members, aimed at trying to put into practice the desire which has been affirmed many times already, first and foremost to rely on ourselves before calling for indispensable foreign aid; and
- **the holding of African Ports Days.** These take place every year and undoubtedly constitute one of the best initiatives of the PMAWCA, and we are very proud of them. The first such event was held in Douala and others subsequently took place in Dakar, Libreville and Abidjan. In the course of these four gatherings, they made their mark and became a source of reference, indeed one of the major events and one of the most important meetings in the port and maritime world.

Our aim in inviting members of our regional organisation is to seize after the creation of an appropriate set-up for South-South Co-operation with the help of the PMAWCA. The present opportunity is judicious for creating an occasion for fruitful talks, and for establishing the basis for the kind of co-operation we wish to achieve between our regional association and the International Association of Ports and Harbors (IAPH). We are convinced, on our part, that such co-operation will be equally beneficial for the activities of IAPH which, we hope, will be directed to a considerable extent towards our countries, and that it will, with the help of the PMAWCA, have multiplying and dynamic effects on the course of our activities.

Whatever the situation, our dearest wish is to start, as from Abidjan, a new current, a new spirit born of the reciprocal desire for togetherness and better mutual understanding so that, eventually, real dialogue will be irreversibly set in motion in this complex field of ours — real dialogue based on knowledge and respect which drives away all selfish instincts and awakens the desire to share.

Long live Inter-Port Co-operation!

Long live the PMAWCA!

Long live the IAPH! and

Long live Côte d'Ivoire!

Thank you.



**By Mr. Wong Hung Khim
IAPH President,
The Port of Singapore
Authority Delegate**

"Bonjour Excellences"
"Bonjour Mesdames"
"Bonjour Messieurs"

Your Excellency Mr. Ekra Mathiew, Representative of the President of the Republic of Côte d'Ivoire, M. Jean Konan Banny, Minister of Defence, Honourable Ministers and Ambassadors, Mr. N. Koumo Mobio, Mayor of Abidjan, distinguished guests, ladies and gentlemen and fellow members of IAPH:

The IAPH is honoured and deeply grateful to the Government of Côte d'Ivoire for extending its fullest support to the Port of Abidjan in hosting the Association's important Mid-Term Conference.

This is the first time for a mid-term conference of IAPH in its present enlarged form to be held in Africa.

The mid-term conferences of the IAPH are held in between the biennial conferences of the Association. It is at such meetings that the Executive Committee, the 3 Internal Committees which deal with the Association's household matters, and the 6 Technical Committees review the work and chart the directions of the Association.

Although the meetings are spread over 5 days, we are grateful to the Port of Abidjan for the months of preparation to facilitate the smooth progress of the programmes.

We are delighted to note that besides the official meetings, and the exhibition on ports organized by the Port Management Association of West and Central Africa, a full social programme has also been laid out to enable delegates and their spouses to take in the magnificent sights of the country and experience the warm hospitality of its people.

My personal appreciation goes to Mr. Moulod, Director-General of the Port of Abidjan, for sacrificing his time and providing the services of his hard-working staff in the enormous task of planning and implementing the programmes.

I would also like to record our grateful thanks to Mr. Jean Smagghe, Director General of the Port of Le Havre, and his colleagues for coordinating with the Port of Abidjan and the Association's Tokyo Head Office on supporting arrangements which are vital to the success of the meetings.

Our presence today in Abidjan is a symbolic milestone in the Association's conscious efforts to foster a closer relationship and interaction with the people from the ports in the French- and Spanish-speaking regions. By hosting and organizing this Mid-Term Conference, the Port of

Abidjan has set the lead in the right direction. In time to come, it is my fervent hope that many more ports from this part of the world will follow the fine example set by the Port of Abidjan and actively engage in the management and deliberations of IAPH.

On this point, it is the privilege of the Association to be able to welcome representatives of the regional ports in West and Central Africa to participate in our meetings. We welcome the opportunity for personal contacts and sharing our ideas and experiences with our African friends.

Since this is the first time that we are holding our enlarged Mid-Term Conference in Africa, I would like to take the opportunity to say a few words on the IAPH. From a modest beginning in 1955, IAPH has succeeded in becoming a truly international organization representing common and general interests of port and harbour authorities.

The Association can be described as the United Nations of Ports as it has membership covering all the major ports from 80 countries as Regular Members and Associate Members representing various maritime businesses.

We are committed to the exchange of ideas and technical knowledge on issues of concern to all of us who are working in ports and related industries.

Our worldwide organization derives its unity from the various contacts our members have with each other at numerous international forums and from the interest of the membership in enhancing overall efficiency in port management and the strengthening of solidarity among member ports.

IAPH has succeeded in cutting across national boundaries and today is accorded consultative status as a Non-Governmental Organization with the United Nations Economic and Social Council (ECOSOC), the United Nations Conference on Trade and Development (UNCTAD) and the International Maritime Organization (IMO).

IAPH also keeps close working relations with other international maritime organizations. In each case IAPH and these organizations enjoy mutual access to each other's expertise and resources in relevant areas. This reflects the confidence of these international bodies in IAPH, which is something we can all be proud of.

All over the world, port managers have to constantly grapple with the problems of technological changes in shipping and ship designs, movement of cargo and trade trends. It is important, therefore, that they should not only ensure their existing facilities and resources are able to cater for current demand but should also plan ahead to adequately meet the requirements of the future.

To do so, port managers must keep abreast of rapid changes in technology and trade trends and be in a position to modify and improve the services and facilities as the need arises.

In this tough situation, ports throughout the world are striving to identify a viable course for the future and are trying hard to establish effective policies and to improve their organizational set-ups.

I believe that, by maintaining a frank and open dialogue and learning from one another through formal or informal contacts, we can work in close cooperation and find solutions to common problems.

We in IAPH have enhanced our physical capability and improved upon the services we offer to the trading community. At the same time, we have taken on the role of spokesman for all ports, both in developed and developing countries.

It is a particular source of satisfaction to us that, over the years, IAPH has devoted so much time and effort to aiding developing ports through training, education and technical assistance.

The future and strength of our Association will continue to lie in all ports giving their whole-hearted support. By our unity, active participation, acceptance of responsibilities and willingness to help each other, the Association will remain a fine example of true international cooperation at its best.

The Association has much to be proud of for its achievements over the past 33 years and it owes it all to the capable leadership of the successive past presidents and their teams of dedicated key officers. We must, of course, not forget all the past Secretaries General and their hardworking staff in the IAPH Head Office in Tokyo. Last but not least, we must also put on record our heartfelt gratitude to the IAPH Foundation in Japan, which helped to fund most of the activities of IAPH during some of the difficult years when IAPH was faced with a financial crisis.

I am confident that this Mid-Term Conference will recharge all of us with a missionary zest to advance the noble aims of the Association. On this note, I conclude by thanking all the committees and the secretariats for their dedication and contributions towards the cause of the Association.

Finally, I would like to say that this meeting would not have been possible without the kind support and patronage of His Excellency the President of Côte d'Ivoire. So on behalf of all those present here today, may I say a special "Thank you" to His Excellency.

"Merci beaucoup!"

Closing Remarks

(April 29, 1988)

By Mr. Wong Hung Khim

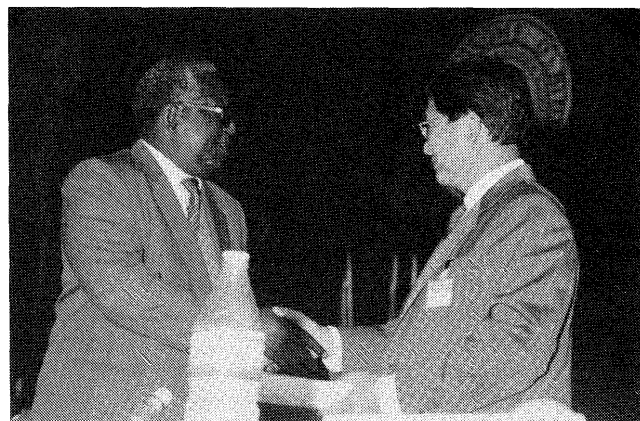
IAPH President

Your Excellency Hon. Jean Konan Banny, Minister of Defence, Hon. Ministers, Hon. N'Koumo Mobio, Mayor of Abidjan, Members of the Diplomatic Corps, Mr. J. Michel Moulod, Director General of the Port of Abidjan, distinguished guests, ladies and gentlemen:

It is my pleasant duty as President of IAPH to report that the Association's mid-term Conference in Abidjan has been most fruitful and successful. The social and business programs were both efficiently and pleasantly conducted. We owe it all to the meticulous arrangements made by our host, the Port of Abidjan.

The Executive Committee and various committees' meetings have been meaningful and resulted in new directions for the Association. We have had the time to identify and evaluate our strengths and weaknesses. In doing so, the Association can confidently adopt the right policies and strategies to meet its immediate and long-term objectives.

Arising from the discussions of the various Technical Committees, the Association has re-affirmed the need to make wider representation with various international maritime agencies on issues that affect member ports. The



President Wong presents a gift from IAPH to Mr. Banny, Defence Minister of Côte d'Ivoire, at the closing session.

Association also recognized the need for timely communication among members in order that common stands can be conveyed at international meetings. Besides working through the Association's Liaison Officers with various international organizations, the Executive Committee also agreed that it would be useful for members to keep their respective governments informed of the Association's stand on various issues affecting the ports. The views of the Association would thus be given wider exposure and more vigorous airings at international meetings and forums attended by only representatives of governments. With these measures, we hope the legal and other legitimate interests of member ports will be afforded the greatest degree of protection.

You have just heard the presentations of the chairmen of the six Technical Committees of the Association. Among the more important and pressing issues was the need to look into the legal and financial implications of the various international conventions, such as MARPOL. We also unanimously agreed that the Association would have to devote more attention to the introduction of electronic data interchange (EDI). This would help to increase the productivity and efficiency of all ports. The need for closer cooperation with customs authorities was another important aspect which the Association agreed during this meeting. This would result in mutual benefits for both the port and customs authorities. The end product would be reduced costs for both the port and customs authorities and better service to the port users.

Once again, I would like to express, on behalf of the Association and delegates present here in Abidjan, our deepest appreciation to His Excellency, the President of Côte d'Ivoire, for adding prestige to our mid-term Conference through his kind patronage. We are equally grateful to Hon. M. Jean Konan Banny, Minister of Defence, for taking the time to grace with his presence the Opening and Closing Ceremonies of our Conference. The Association extends its profound thanks to Hon. N'Koumo Mobio, Mayor of Abidjan, for his warm hospitality and support. A word of appreciation is also due to our sponsors for the luncheons and to Mr. Jean Smaghe for providing the necessary coordination between the Association and the Port of Abidjan. Last but not least, we thank Mr. Jean-Michel Moulod and his dedicated staff of the Port of Abidjan for all the arrangements and personal attention given to all

delegates and their spouses. All of them have contributed immensely towards the successful conclusion of a most memorable mid-term Conference.

Permit me to also take this opportunity to place on record my thanks to my three Vice-Presidents, namely Mr. James McJunkin, Mr. John Mather, and Mr. Cheung Yeung-Sei, for their support. I must extend my gratitude to the Immediate Past President Mr. J. den Toom for his wise counsel. Finally, we have been most fortunate to have the presence of Mr. Carmen Lunetta, who as our Conference Vice-President will be the Host of our 16th Conference which will be held in Miami, Florida, U.S.A., from 22 to 29 April, 1989. The theme of the Conference will be "Ports — The Intercontinental Connection".

Mr. Carmen Lunetta has given us a very interesting and exciting preview of the business and social programs which will ensure an unprecedented attendance at our next

Conference in Miami. Leading authorities on various aspects of port management, port operations and maritime affairs will be invited to speak on important issues both current and potential affecting the ports and maritime industries. I would like to urge all members to make it a point in their 1989 calendar to attend the 16th Conference. Besides the expected participation of most ports of South America, we also look forward to many African ports attending this Conference. In this, we are confident that they will follow the fine example set by the Port of Abidjan.

On this optimistic note, I would like to conclude my short address by thanking all of you again for your friendship and assistance as well as your understanding, cooperation and support, which have helped immensely to make this Conference an unforgettable experience. See you all in Miami!!

"Au Revoir."

(Attachment: 1)

RESOLUTION OF THANKS

WHEREAS, the mid-term meetings of the Executive Committee, Legal Counselors, Internal and Technical Committees of the International Association of Ports and Harbors, were convened at the Hotel Ivoire, Abidjan, Côte d'Ivoire, from 26 to 29 April, 1988,

WHEREAS, the delegates from all over the world who met in Abidjan unanimously express their satisfaction with the results of the deliberations over the many items of important business for the future direction of the Association,

WHEREAS, the delegates and their accompanying persons are grateful for all the thoughtful preparation, arrangements and heartfelt hospitality given by the Port of Abidjan, the host of the event, and for being given the opportunity of knowing more about this beautiful country and its people,

NOW, THEREFORE, BE IT RESOLVED that the mid-term conference and meetings of the Executive Committee, Legal Counselors, Internal and Technical Committees

of the International Association of Ports and Harbors hereby adjourns, expressing its profound thanks and appreciation to His Excellency the Head of State of the Côte d'Ivoire, President Felix Houphouët-Boigny. The Association also extends its thanks to all members of the Côte d'Ivoire Government and its people, in particular to:

Hon. M. Jean Konan Banny, Minister of Defence

Hon. N'Koumo Mobio, Mayor of Abidjan

Mr. J. Michel Moulod, Director General of the Port of Abidjan

BE IT FURTHER RESOLVED that the Association's thanks also go to all the staff members of the Organizing Committee, without whose eager assistance the meetings could not have gone so smoothly, all the delegates of the Port Management Association of West and Central Africa, all the other people who gathered in Abidjan in support of the event, the Hotel Ivoire and the Secretary General and staff of IAPH.

(Attachment: 2)

Notes on the Participation of IAPH Representatives at Meetings of International Organizations

1. At working group type meetings (of a technical nature)

1.1 Principle

The IAPH Representative will be allowed to make presentations at his discretion and on the basis of his expertise and experience. Such presentations must, at all times, be consistent with IAPH resolutions, if any.

1.2 Reporting Procedures

Upon the completion of such meetings, the IAPH Representative must, as soon as practicable, report

to the people concerned on the results of the proceedings and on any questions arising as to IAPH policy.

The Secretary General shall, at the earliest feasible opportunity, disseminate the news to the Officers, the Executive Committee, and the Board of Directors, and to the membership at large through the journal.

2. At decision-making meetings

2.1 Principle

For the presentation of the IAPH position, either in written form or in speech, the IAPH position must be fully understood among the people concerned (Chairmen of the concerned committees, and Liaison Officers), and further endorsed by the President, the Regional Vice-President and the Secretary General.

- 1) The President, Regional Vice-President and the Secretary General can approve the proposed intention, or
 - 2) Further refer the matter to the Officers for approval, or
 - 3) Where so deemed by the President, have the matter placed before the Executive Committee and/or the Board of Directors for approval.
- 2.2 Reporting Procedure
- The results of such decisions shall be reported by the Secretary General the entire membership through the journal. If need be, such reports shall be made by mail to the members of the Executive Committee, the Board of Directors and the Chairmen of the other Technical Committees, and the Liaison Officers and other people concerned.

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Notes by the Secretariat

At the recommendation of the Executive Committee which met in Abidjan, Côte d'Ivoire, April 28, 1988, this document shall be appended to the booklet containing the Constitution and By-Laws of the Association.

(Attachment: 3)

Lists of Participants

(As provided by the Organizing Committee in Abidjan)

Executive Committee (April 28, 1988)

Members present were:

Wong Hung Khim, Chairman and the President of IAPH	Singapore
J.H. McJunkin, 1st Vice-President (Port of Long Beach)	USA
John Mather, 2nd Vice-President (Clyde Port Authority)	UK
Cheung, Yeun-Sei, 3rd Vice-President (KMPA)	Korea
Carmen Lunetta, Conference Vice-President (Port of Miami)	USA
J. den Toom, Immediate Past President	Netherlands
D.R. Caddo, Thunder Bay Harbour Commission	Canada
Robert Cooper, Auckland Harbour Board	New Zealand
Yoshiro Haraguchi, Nagoya Port Authority	Japan
R.P. Leach, Port of Houston	USA
Michio Morihira, Ministry of Transport	Japan
P.O. Okundi, Kenya Ports Authority	Kenya
N.G. Samuels, Geelong Port Authority	Australia
Erik Schafer, Port of Copenhagen	Denmark

F.H.L. Suykens, Port of Antwerp Belgium

Regrets were received from:

Aftab Alam (Karachi Port Trust)	Pakistan
J. Dubois (Ministry of the Sea)	France
A. Krygsman (Stockton Port District)	USA
J. Rommerskirchen (Port of Hamburg)	West Germany
D.J. Taddeo (Port of Montreal)	Canada
Don Welch (South Carolina State Ports Authority)	USA

Legal Counselors present were:

P.J. Falvey, Chairman (PANY&NJ)	USA
Algenita Scott-Davis, Legal Counselor (Port of Houston)	USA
K. Jurriens, Legal Counselor (Port of Rotterdam)	Netherlands

Internal Committee Chairmen present were:

Constitution & By-Laws: J.H. McJunkin	(as above)
Finance: R. Steiner, Port Authority of New York & New Jersey	USA
Membership: J. Mather	(as above)

Technical Committee Chairmen present were:

Cargo Handling & Operations: C. Lunetta	(as above)
International Port Development: C.B. Kruk (Rotterdam)	Netherlands
Legal Protection of Port Interests: P. Valls (Bordeaux)	France
Port Safety, Environment & Construction: J. Smagghe, (Le Havre) (as Chairman-Designate)	France
Public Affairs: R. Hayes, (Dublin)	Ireland
Trade Facilitation: F.L.H. Suykens	(as above)

Liaison Officers present were:

CCC: F.L.H. Suykens	(as above)
ECOSOC: R. Steiner	(as above)
IMO and for Europe: A.J. Smith, British Ports Federation	UK
UNCTAD: C.B. Kruk	(as above)

Tokyo Head Office staff present were:

Hiroshi Kusaka, Secretary General	Japan
Rinnosuke Kondoh, Dy. Secretary General	Japan
Kimiko Takeda, Under Secretary	Japan

Observers:

J.R.D. Sandison, Port Hedland Authority	Australia
P. Mevi, Port of Cotonou	Benin
J. Yemy, Cameroon Ports Authority	Cameroon
J. Moulod, Port of Abidjan	Côte d'Ivoire
K. Pierre, Port of San Pedro	Côte d'Ivoire
J. Bayada, Cyprus Port Authority	Cyprus
G. Lustrup, Port of Copenhagen	Denmark
Dieter Noll, Port of Rostock	E Germany
B. Coloby, Port of Le Havre	France
A. Michan, Gambia Ports Authority	Gambia
O. B. Cham, Gambia Ports Authority	Gambia
S. R.A. Abdzi, Ghana Port Authority	Ghana
A. E. Essen, Ghana Port Authority	Ghana
G. B. Gudmundsson, Port of Reykjavik	Iceland
P. Keenan, Cork Harbour Commissioners	Ireland

M. Kato, Nagoya, Container Berth K.K.	Japan
E.T. Waiyaki, Kenya Ports Authority	Kenya
J.S. Kyandih, Kenya Ports Authority	Kenya
Mr. A. Kabuga, Kenya Ports Authority	Kenya
Mr. J.S. Lee, Korean Shipowners' Association	Korea
Mr. H. Ramnarain, Mauritious Marine Authority	Mauritius
Capt. J.J.H. van der Schaaf, Port of Rotterdam	Netherlands
Mrs. F. van Groot, Port of Rotterdam	Netherlands
Capt. J. Varney, President, Int'l Ass. of Maritime Pilots	New Zealand
Mr. R.W. Carr, Auckland Harbor Board	New Zealand
Mr. P. N. Njie, Port Management Ass. of West & Central Africa	Nigeria
Mr. J.A. Obun, Nigeria Ports Authority	Nigeria
Mr. J.B.G. Diatta, Port of Dakar	Senegal
Mr. Tan Hon Chuan, Port of Singapore Authority	Singapore
Ms. E. Bruno, Port Auth. of Trinidad & Tobago	Trinidad
Mr. Ken Snaggs, Point Lisas Industrial Development Corp. Ltd.	Trinidad
Ms. Lori Goodman, Port of Miami	USA
Mr. W.G. Halpin, Port of Miami	USA
Mr. Mudia Ngoy, National Transport Office	Zaire

Finance Committee (April 26, 1988)

R. Steiner (Port Authority of New York and New Jersey)	USA
Y. Haraguchi (Nagoya Port Authority)	Japan
R. M. Green (Maryland Port Administration)	USA
C. Robert Langslet (Port of Long Beach)	USA
Sambot Luc A (Port Pointe Noire)	Congo
Choi Jang Hyul (K.M.P.A.)	Korea
Hang Kyu Lee (K.M.P.A.)	Korea
R. Cooper (Auckland Harbour Board)	New Zealand
J. McJunkin (Port of Long Beach)	USA
T.A. Ogun (Nigerian Ports Authority)	Nigeria
A.S. Khan (Gambia Ports Authority)	Gambia
J. Mather (Clyde Port Authority)	UK
P.J. Falvey (Port Authority of New York and New Jersey)	USA
Wong Hung Khim (Port of Singapore)	Singapore
H. Kusaka (IAPH Head Office)	Japan
R. Kondoh (IAPH Head Office)	Japan
K. Takeda (IAPH Head Office)	Japan

Membership Committee (April 27, 1988)

J. Mather (Clyde Port Authority)	UK
P.N. Njie (W & C Africa Port Management Association)	Nigeria
E. Schafer (Port of Copenhagen)	Denmark
S.Luc A. (Port de Pointe Noire)	Congo
R. R. Green (Maryland Port Administration)	USA
R. Steiner (Port Authority of New York and New Jersey)	USA
T. Hirota (Japan Port & Harbor Association)	Japan
Cheung Yeung Sei (K.M.P.A.)	Korea
Jong Soon Lee (Korea Shipping Association)	Korea

Alhagie S. Khan (Gambia Ports Authority)	Gambia
H. Kusaka (IAPH Head Office)	Japan
R. Kondoh (IAPH Head Office)	Japan

Constitution and By-Laws Committee/Legal Counselors (April 27, 1988)

J. H. McJunkin (Port of Long Beach)	USA
M. Hctor (Port of Limerick)	Ireland
K. Jurriens (Port of Rotterdam)	Netherlands
R. P. Reach (Port of Houston)	USA
G. A. Lustruch (Port of Copenhagen)	Denmark
Ng Kiat Chong (Port of Singapore)	Singapore
E. T. Waiyaki (Kenya Ports Authority)	Kenya
P. P.J. Falvey, Chairman (PANY&NJ)	USA
Algenita Scott-Davis, Legal Counselor (Port of Houston)	USA
R. Steiner (PANY&NJ)	USA
R. Kondoh (IAPH Head Office)	Japan
K. Takeda (IAPH Head Office)	Japan

(Attachment: 4)

Tentative Program for Miami Conference

IAPH World Ports Conference "Ports – The Intercontinental Connection"

New Fontainebleau Hilton Resort
Miami, Florida, U.S.A.

SATURDAY, APRIL 22, 1989

Time Meeting

0900/1200	Marine Safety Sub-Committee (COPSEC)
0900/1200	Committee on International Port Development (CIPD)
0900/1200	Port Safety Sub-Committee (COPSEC)
0900/1200	Engineering Sub-Committee (COPSEC)
0900/1200	Ship Sub-Committee (COPSEC)
0900/1200	Dredging Task Force (COPSEC)
1400/1530	Constitution & By-Laws Committee
1400/1700	Trade Facilitation Committee (TF)
1400/1700	Port Safety, Environment & Construction (COPSEC)
1530/1730	Membership Committee
1730/1800	Nominating Committee (A conference committee)

SUNDAY, APRIL 23, 1989

0900/1200	Budget/ Finance Committee
0900/1200	Committee on Legal Protection of Port Interests (CLPPI)

(Continued on Page 32)

Miami Questionnaire Re Working Sessions

The Port of Miami, our host for the forthcoming conference, has recently circulated the following letters to IAPH members at large. As the letters indicate, our host needs IAPH members' special cooperation in helping them to plan the Working Sessions so as to be as interesting and up-to-date for all participants as possible. The organizer would thus welcome the members' positive response to the attached questionnaire.

June 13, 1988

Dear IAPH Colleague:

The 16th World Ports Conference of the International Association of Ports and Harbors — April 22-28, 1989 in Miami, Florida U.S.A — promises to be one of the most important and stimulating meetings of our organisation in many years.

We cordially invite your participation and believe it will prove particularly valuable from a professional standpoint.

The convention's theme, "Ports — The Intercontinental Connection," establishes a timely focus on the critical nature of port operations in today's world. New and useful information will be presented by top-level experts at this "summit meeting" of the international maritime industry. Enclosed with this letter is an important questionnaire that will assist us in developing the "Critical Issues" Working Session.

The Port of Miami, your convention host, represents a growing, vital trans-shipment hub for the burgeoning commerce of Latin America while continuing to enhance its stature as "cruise capital of the world."

And we are certain you will enjoy your accommodations at the luxurious oceanfront Fontainebleau Hilton on Miami Beach. We have created an exciting convention social program which includes the very best of this world-famous resort area's popular attractions.

Your packet of registration materials will be mailed to you in mid-October. Until then, please note the convention dates and begin making plans now to attend this most significant event.

Sincerely,
(signed)
Carmen J. Lunetta
Conference Chairman
Port Director, Port of Miami

To: IAPH Colleagues
From: W. Gregory Halpin
Special Consultant to the Port of Miami
Re: Questionnaire for "Critical Issues" WS.

Planning for the 16th IAPH Conference in Miami, April 22-29, 1989 is now well underway. An outline of the proposed program was presented to the Executive Committee at the Abidjan Mid-Term Conference last month.

The Committee has approved the program as submitted

by the Port of Miami with changes and adjustments that were fully reviewed and discussed.

One of the major objectives of the program is to assure full participation by all those who will be in Miami next year.

In order to achieve this result, it is important that the issues brought before the conference reflect the interests and concerns of the members.

Thus, those planning the Conference Program want to involve the members in developing the subjects for the "Critical Issues" Working Session.

To this end, we are enclosing a questionnaire listing some issues of global port and maritime concern and asking your evaluation of each on a numbered scale. There is also room for any additional subjects you may think deserve discussion in Miami.

Your response to this questionnaire will enable us to present a Working Session that will focus on subjects you want to discuss and review.

Please take some time to complete the form and return it by September 1, 1988. This is your Working Session. You can make it work for you.

QUESTIONNAIRE

Issues for "Critical Issues" Working Session — 16th IAPH World Ports Conference.

Please rate in importance from 1 (most important) to 7.

Changes in ship design/size and impact on port planning_____.

Financing of port development_____.

Port security_____.

Intermodal systems and impact on ports_____.

Port maintenance_____.

New crane technology_____.

Environmental impacts on port planning_____.

Other issues:

Please note: Electronic Data Interchange (EDI), customs computer clearance and the changing role of labor are already planned for the Working Sessions.

Please return the form to:

Ms. Lori Goodman
Port of Miami
1015 N. American Way
Miami, FL U.S.A. 33132

Telefax: (305) 372-7918

IAPH Essay Contest

Closing Date Approaching



The Secretariat of IAPH reminds its member ports and personnel working there that the deadline for the 1988 IAPH Essay Contest is approaching.

The theme of the essay is how the efficiency of the entrant's port could be improved. The contest was first introduced by IAPH in 1979 and is administered by the

Committee on International Port Development.

The First Prize (Akiyama Prize) winner will be awarded a silver medal and US\$750 in cash plus an invitation, including travelling costs and hotel accommodation, to attend the 16th Conference of IAPH, April 22 - 29, 1989, in Miami, U.S.A.

Conditions for Entry to the IAPH Award Scheme 1988

1. Suggestions regarding how the efficiency of your port (or ports in general) could be improved should be presented in **English, French or Spanish**, type-written, and submitted to the Secretary General, the International Association of Ports and Harbors, Kotohira-Kaikan Building, 1-2-8, Toranomon, Minato-ku, Tokyo 105, Japan.
2. The suggestions may cover any aspect of the administration, planning or operations of ports, such as improving productivity or the utilization and maintenance of equipment and storage areas, reducing delays and damage to cargo, etc. **An attempt should be made to quantify the benefits which would result from the suggested improvements together with the costs (if any) involved.**
3. Entry texts should not exceed 20 pages excluding a reasonable number of appendices containing tables, graphs or drawings. The paper size must be A4 (21.0 x 29.7 cm). Entries may be made either by individuals or small groups of persons employed by IAPH member organizations, and should be the original work of the entrant(s). Those which are the result of official studies or otherwise sponsored projects will not be eligible.
4. Entries will be judged by a panel of experts appointed by the Chairman of the Committee on International Port Development of IAPH. The panel will give greater merit to papers identifying and evaluating specific improvements than to entries covering a wide

range of improvements in general terms.

5. The First Prize for the winning entry will consist of:
 - 1) The Akiyama Prize (a silver medal plus US\$750 or the equivalent in local currency); and
 - 2) An invitation, including travelling costs and hotel accommodation, to attend the 16th Conference of IAPH, to be held from April 22 to 29, 1989, in Miami, Florida, U.S.A.
6. In addition to the First Prize, Second, Third and Fourth prizes of US\$500, US\$400, US\$300 will be awarded to the next best entries.
7. Additional prizes of US\$100 each will be awarded to any other entries judged by the panel to be of a sufficiently high standard.
8. The winning entry may be eligible for publication in the "Ports and Harbors" magazine.
9. At the decision of the panel, a bursary may be awarded to any one prize winner (subject to agreement of the employer).
10. **The closing date for receipt of entries is 1st September, 1988.**

Notes

- 1) The decision on the winner of the 1st Prize, named the "Akiyama Prize" will be made no later than 1st January, 1989 in order that the winner or the leader of the winning group entry can be notified in sufficient time to allow him or her to be able to accept the invitation to attend the 16th Conference in Miami.
- 2) In order to meet this timetable, all entries must be received by the Secretary General **no later than 1st September 1988**. Failure to meet this deadline may render entries invalid for consideration.

Board Votes for Rise In Membership Dues

At its meeting by correspondence held on June 20, 1988, a resolution to amend Section 5 of the By-Laws was passed to the effect that the membership dues of the Association be increased by 5% effective January 1, 1989. As a result, the SDR values per membership unit for Regular and all classes of Associate Members for next year in comparison with the current year will be as shown in the following table, while dues for Temporary Members shall remain unchanged at SDR500.

	1989	1988
	(in SDR value)	
Regular		
1 unit	930	880
2 units	1,860	1,760
3 units	2,790	2,640
4 units	3,720	3,520
5 units	4,650	4,400
6 units	5,580	5,280
7 units	6,510	6,160
8 units	7,440	7,040
Associate		
A-X-1, B & C	780	740
A-X-2	530	500
A-X-3	270	250
D	130	120
E	110	100

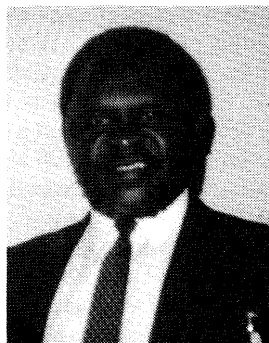
(Note: "SDR" refers to Special Drawing Rights as established and employed within the monetary system by the International Monetary Fund).

Mr. Waiyaki Named Legal Counselor

At its meeting by correspondence held on June 20, 1988, the Board approved the appointment of Mr. E. T. Waiyaki, Secretary & Legal Officer, Kenya Port Authority, as Legal Counselor. Mr. Waiyaki has been serving on the CLPPI Committee since 1981.

Earlier than this, at the Exco meeting in Abidjan, two vacancies in the Africa/Europe region and two in the Asian region respectively were reported and their replacements suggested. In accordance with the recommendation of Mr. Falvey, Chairman of the IAPH Legal Counselors (Port Authority of New York and New Jersey), the Exco members unanimously supported the nomination of Mr. E.T. Waiyaki for later ratification by the Board.

The Exco noted that the remaining vacancies should also be filled in due course and the Secretary General is now sounding out several Asian members.



Mr. Waiyaki

Sec'y Gen'l Urges IPD Fund Contributions

In accordance with the decision made by the Executive Committee at its Abidjan meeting, the Secretary General circulated a letter dated June 1, 1988 to all IAPH members appealing for their voluntary contributions to the IPD Fund.

The purpose of the appeal was to replenish the reserves of the IPD Fund, and ensure that IAPH's projects, known as the "IAPH Award Scheme" and "Bursary Scheme", can be pursued without difficulty.

The last call for fund-raising was made in June 1985, pursuant to the decision taken at the 15th Conference held in Hamburg in May of the same year. The target amount then, as now, was US\$70,000.

The first response to the Secretary General's appeal was from Sir Keith Stuart, President of Associated British Ports, who served as Chairman of the CIPD until the Hamburg Conference. The contributions from members to the "Special Fund" as of July 7, 1988 are listed in the box below.

In order to keep our members informed of the up-to-date situation in our fund-raising campaign, a list of contributors will be featured in this journal on a regular basis until the goal is reached.

The Secretary General seeks all members' generous support of the new phase of the campaign and looks forward to receiving many favourable responses in this connection.

Contributions to the Special Fund

(As of July 7, 1988)

Contributors	Amount
Paid:	(US\$)
Associated British Ports, UK	3,000
South Carolina State Ports Authority, USA	1,000
Cyprus Ports Authority, Cyprus	700
Japan Ports & Harbors Association, Japan	450
Toyo Construction Co., Ltd., Japan	234
Toa Construction, Japan	500
Port Alberni Harbour Commission, Canada	200
Total	US\$ 6,084

Bursary Recipients

The following individuals have been awarded IAPH Bursaries by the Chairman of the IAPH Committee on International Port Development (Mr. C.B. Kruk, Director, TEMPO, Port of Rotterdam) since the previous announcement: —

- Mr. Gamini Asoka Talagala, Sri Lanka Port Authority, and
- Mr. D. Koyanasau, Ports Authority of Fiji, both to attend the Port Management and Operations Course at the Port of Singapore Authority for the period 6 to 17 June 1988;
- Mr. Anjorin Moukaramou, Port of Cotonou, Benin, to attend the course on Port Finance organized by the Institute Portuaire d'Enseignement et de Recherche (IPER) for the period 13-23 June 1988.

Mr. Kusaka Attends Barcelona Conference

Mr. Hiroshi Kusaka, Secretary General of IAPH, was one of the two guest speakers at the "Port & Future" Conference organized by the Port of Barcelona on Tuesday, May 3, 1988, in the Conference room of the Port. The gathering was attended by nearly 80 people comprising the officials of various government agencies in the port as well as traders and representatives of Barcelona's business circles, including the city's Chamber of Commerce.

In his introductory remarks, Mr. Jose Munne Costa, President, Puerto Autonomo de Barcelona, noted that the conference, which was to be one of a series of such events, was intended to promote people's consciousness of prospective changes in maritime industries and world trading patterns which would necessitate the restructuring of various facets of port industries at large, including Barcelona. The eventual target for the Port of Barcelona, he said, was to become more competitive in relation to the other European ports.

Mr. Munne went on to say that he had asked Mr. Kusaka who was visiting Barcelona after attending the meeting of the Executive Committee of the IAPH which was held in Abidjan in the previous week, to deliver a speech.

Some extracts from Mr. Kusaka's speech follow:

Ports today are faced with the need for restructuring, more or less on a global basis. One requirement is that Ports should become increasingly "service-oriented" as business entities and industries for port users. This is necessary to cope with the on-going structural changes in industry coupled with the technological innovations taking place in the field of transportation. In addition, ports need to eliminate or reduce the barriers and elements of disparity created between ports and citizens as a result of port development projects related to industrialization and containerization. Ports should live and thrive in partnership with the inhabitants of the communities where they are located.

Furthermore, the impact of the structural changes in industry, which have emerged in line with the horizontal diversification of businesses, give affect ports in terms of the cargo tonnage that passes through them.

The technological innovation taking place in the field of transportation has already had significant impacts on ports, resulting in the concepts of "intermodalism" and "load-centers".

The magnitude of those external development may differ from one port to another. However, I personally feel that all ports will be faced with the need:

1. to better utilize the wisdom as well as the financial resources available in private sector.
2. to raise the quality of their management and human resources, and, lastly,
3. to make the port system as flexible as possible in the face of external changes.

Mr. Jacques Dupuydauby, President, Le Conseil National des Communautes Portuaires (National Council of Port Communities, Paris), was the main speaker at the Conference. He spoke about his Council's findings on the future direction of French ports as they strive to cope with the era of intermodalism and on the inevitable changes in the government's stance towards port investment. He warned



L to R: Mr. L. Carreno, Director of Institutional Relations, Mr. Jose Munne Costa, President, Port of Barcelona, Mr. J. Dupuydauby, President, National Council of Port Communities, Mr. H. Kusaka, Secretary General, and Mr. Rinnosuke Kondoh, Dy. Secretary General, IAPH

that substantial organizational and structural change would be indispensable for making the port system more compatible with the imminent business trends.

Sec'y Gen'l Visits Italy Ports Association

Dr. Michele Zanetti, President of the Italian Ports Association and the President of the Port of Trieste as well, received Mr. Hiroshi Kusaka, Secretary General and Mr. Rinnosuke Kondoh, Dy. Secretary General, on Thursday, May 5, 1988, at the Association's Head Office in Rome to exchange views with them on the current situations concerning ports, with particular reference to the effect of the development of intermodalism and changes in trade patterns. It was the first visit by an IAPH official. Mr. Kusaka noted that the IAPH keenly felt the need for more Italian ports to be represented in the Association and thus to make a positive impact on IAPH activities. Dr. Zanetti, accepting the intent of the message, commented that the matter would certainly be considered with an affirmative stance.

During the conversation Dr. Zanetti commented that the Mediterranean ports had suffered a lot from the closure of the Suez Canal. The consequent changes in shipping and trading patterns as well as in modes of transport worldwide which took shape during the ensuing years were so substantial that the loss of business opportunities has not been made up despite the re-opening of the Canal. Therefore, the ports in the region must still struggle hard to recapture the lost traffic which has basically gone to the ports in northern Europe.

On Friday, May 6, 1988, the two IAPH officials were the guests of the Port of Trieste. They were received by Dr. Zanetti, who had flown back from Rome, Mr. Luigi Rovelli, Managing Director, and Capt. Mario Miletich, Director of Operations. The visitors were shown the container terminal, conventional cargo terminals, the metal exchange warehouse, and the special warehouse for coffee where computer-regulated roasting and blending of coffee beans is carried out in accordance with the preference of each client. The Free Port of Trieste has historically borne



Dr. M. Zanetti and Mr. H. Kusaka, in the meeting room of the Italian Ports Association, Rome

a special status as the gateway to the land-locked countries beyond the immediate hinterland. The edict to this effect dates back to 1719, when Trieste was under the reign of the Emperor Charles VI.

Obituary

Mr. Beaudet, Former Montreal Port Manager

The Head Office learned from Mr. D. Taddeo, an IAPH Canadian Director and General Manager, Port of Montreal, that Mr. Guy Beaudet, a former Manager of the Port, died on May 29, 1988 in Montreal. He was 76.

He served as General Manager of the Port of Montreal from 1955 to 1971. In 1971, he was appointed Vice-Chairman of the National Harbours Board (currently known as Ports Canada) until 1976 when he took official retirement from the NHB.

Nevertheless, he remained active, heading his own consulting firm of Guy Beaudet and Associates, an Associate Member of IAPH, and retired from business last year.

Throughout his term of office as General Manager of the Port of Montreal and later as the NHB's Vice-Chairman, Mr. Beaudet enthusiastically supported the activities of IAPH and served on various committees. Furthermore, he acted as the Chairman of the Organizing Committee for the 7th Conference of IAPH held in Montreal in 1971. Mr. Beaudet was one of the regular participants of IAPH conferences held in various places around the world. The last conference where we enjoyed Mr. and Mrs. Beaudet's presence was the one held in Hamburg in 1985.

Secretary General Kusaka has sent a telex message of condolences to the bereaved family of Mr. Beaudet through the office of Mr. Taddeo at the Port of Montreal.



The late Mr. Beaudet

Visitors to Head Office

On Tuesday, May 17, 1988, **Mr. Floyd Shelton**, Executive Director, Port of Redwood City, California, U.S.A., together with **Mr. Dick Dodge**, Vice Chairman & Commissioner of the Port, and **Mr. and Mrs. Pete Uccelli**, San Mateo County World Trade Council, visited the Head Office where they



L to R: Mr. R. Kondoh, IAPH, Mr. F. Shelton, Mr. D. Dodge, Mrs. Paula and Mr. Pete Uccelli, at the Mikasa Memorial Park, Yokosuka City

were received by Mr. Hiroshi Kusaka, Secretary General, and his staff for an exchange of views and comments on the current situation of trade and shipping involving the trans-Pacific routes. The visitors were visiting the region on a trade development mission for the San Mateo County.

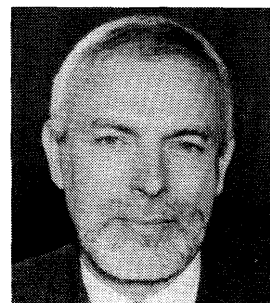
On Wednesday, May 18, 1988, the delegates visited the Port of Yokosuka, escorted by Mr. R. Kondoh of IAPH, and were received by Mr. K. Fujioka, Dy. Director General, Port Department, Yokosuka City. The two sides exchanged views and comments on the port situation. After the meeting, the party was taken on a tour of the port.

The City of Yokosuka which has a population of approximately half a million is principally known for its U.S. Navy base. It is located next to Yokohama and close to the entrance of Tokyo Bay. The port, administered by the municipal government, handled some 16 million tons of cargo in 1986 inclusive of domestic and foreign trade, out of which approximately 7.5 million tons were carried by coasters. The largest single export cargo item consisted of Nissan automobiles exported from the company's private terminal, accounting for 6.3 million tons. The other main cargo comprised construction materials such as sand and gravel, which amounted to 1.3 million tons.

Mid-Term Reports by Chairmen of Technical Committees to the Executive Committee

Committee on Port Safety, Environment and Construction (COPSEC)

By J. Smagghe, Port of Le Havre, France



Preamble

Mr. Jacques Dubois — Chairman of the COPSEC — announced recently his resignation from his IAPH activities and proposed that Mr. Jean Smagghe succeed him.

The COPSEC expresses its gratitude for the work performed under the chairmanship of Mr. Jacques Dubois, who has provided COPSEC with important input during the past five years.

The COPSEC also points out the personal qualities of Mr. Jacques Dubois, as well as his friendly relations with all members.

The COPSEC approves the proposal of A. Smith, H. Haar and J. Van Der Schaaf, and agrees that Mr. J. Smagghe should replace Mr. Dubois as Chairman.

Introduction

It will be evident from the previous COPSEC reports to the Executive Committee that COPSEC's work is a continuing process. Our terms of reference provide us with the remit to monitor closely and respond to all aspects of port-related marine and land-based safety issues, environmental protection issues and engineering activities, wherever they occur.

We must also be ready — and equipped — to interpose duly approved IAPH initiatives both relating to the results of our monitoring programme and in respect of other relevant situations as and when we believe it to be necessary to do so.

We believe we are well-positioned to execute our responsibilities. The circulated report of the meeting of COPSEC's key officials in Paris on 9th September 1987 ("Ports and Harbors", January/February 1988) gives a reasonably comprehensive outline of the Committee's approach to its work programme for the current IAPH biennium. Appropriate action has been and is continuing to be taken to meet our objectives.

This interim report to the Executive Committee will provide updated information on the matters listed in our work programme, together with additional information on matters which are pertinent to our basic objectives and on which specific action is recommended.

COPSEC's Sub-Committees

The respective Sub-Committees' Chairmen will be reporting their interim results to a meeting of COPSEC in Abidjan. In broad terms, however, we can report some

developments as follows:

Marine Safety Sub-Committee

At the present time, all VTS issues are being addressed with the close support of the European Harbour Masters Association (EHMA). Working Groups have been established and are actively developing port positions on:

- Harmonisation of Procedures for VTS Communications
- Qualification and Training of VTS Operators
- Methods of Ship Identification and Tracking
- Coordination between VTS Centres.

The Sub-Committee will promote VTS in this way and emphasises that there cannot be any pressure on a port to install VTS beyond its needs. The Sub-Committee has also contributed greatly to the evolution of the format for a World VTS Guide, which is expected to go into production towards the end of 1988.

In a related context, the Sub-Committee's efforts in helping to develop a Seaspeak Manual were rewarded by its endorsement by IMO. A training manual on seaspeak has recently been published for world-wide marketing.

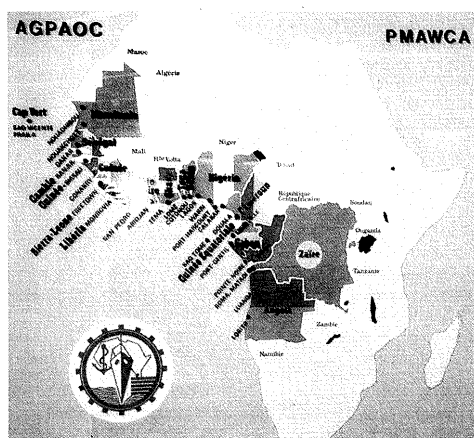
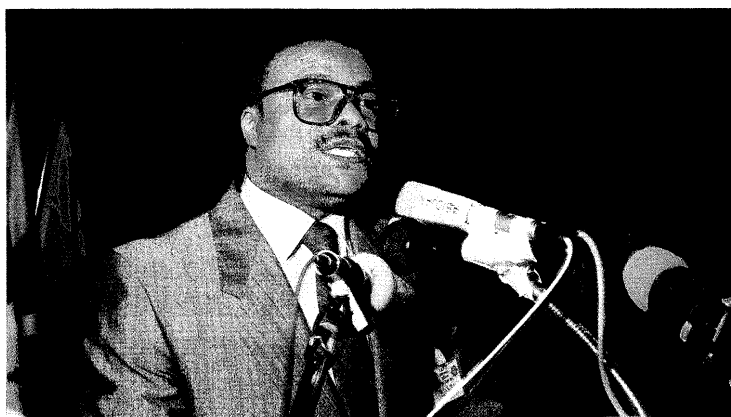
The Sub-Committee has addressed issues arising from responses to IAPH's questionnaire on marine accidents. The variety of data received allows a less than effective analysis to be made of those aspects of accidents which could point to ways and means of providing even greater safety in ports and their approaches. The reporting format is therefore being re-examined for recommendation and adoption within the current biennium.

Port Safety Sub-Committee

The Sub-Committee takes account, broadly, and reacts to the activity areas under consideration by IMO's Marine Environment Protection Committee (MEPC). Particular attention has been given to the developing situation as regards the Annex 2 (Noxious Substances Reception Facilities requirements of MARPOL), where the main problem is seen to lie with the disposal of wastes received.

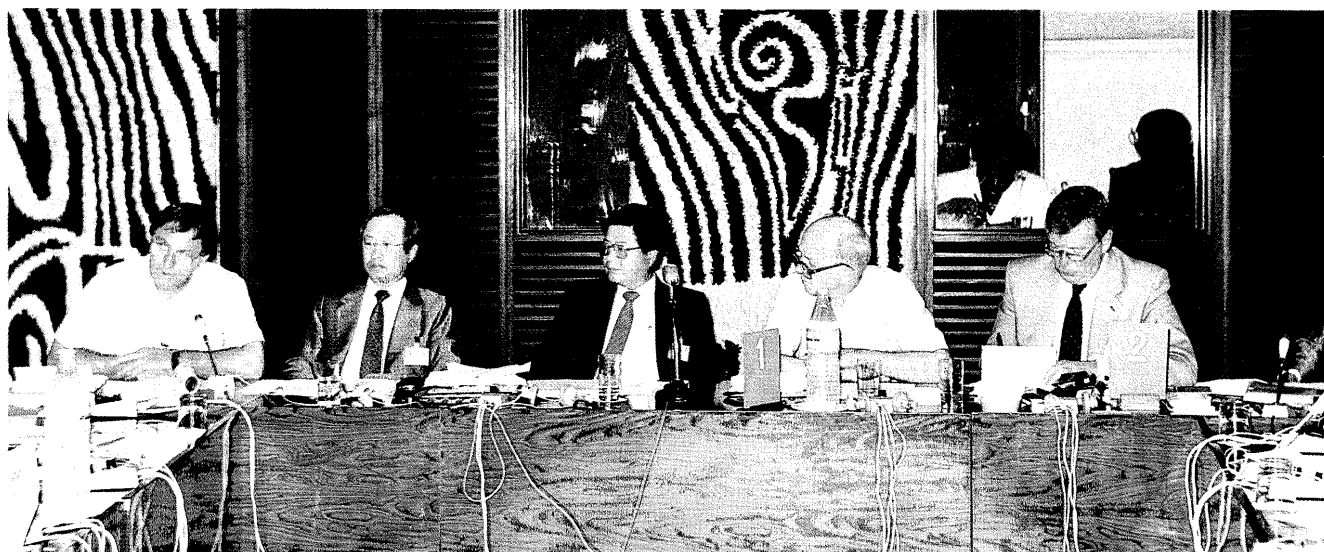
It has been noted that the extent of the problems experienced by ports is diminishing in direct proportion to the extent to which ships are being fitted with efficient stripping systems.

Close monitoring of the situation continues to be necessary, however, and also of the system of charging for the use of reception facilities. In the latter regard, it has been noted that the Federal Republic of Germany has announced



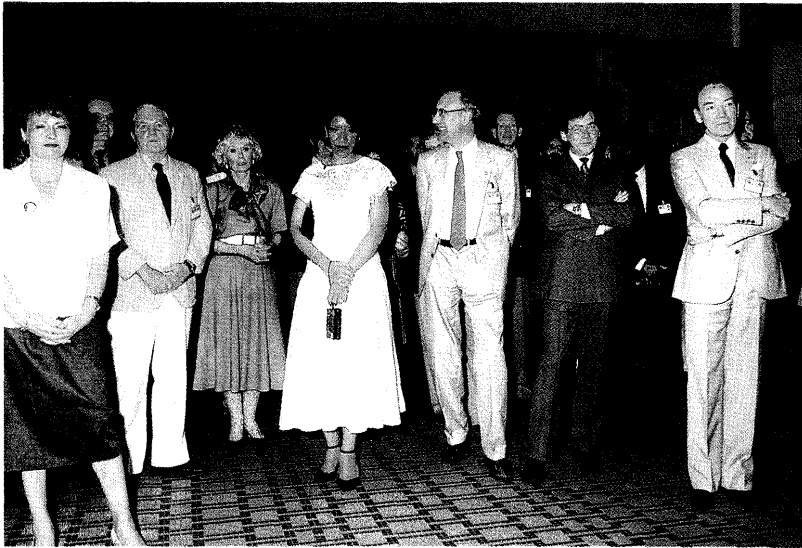
West and Central African Ports' Exhibition

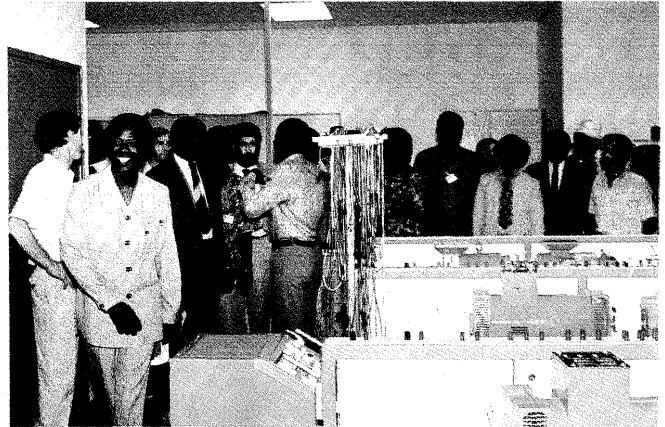
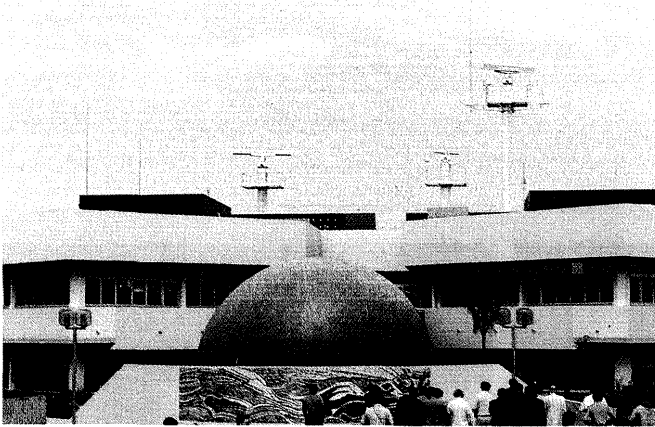




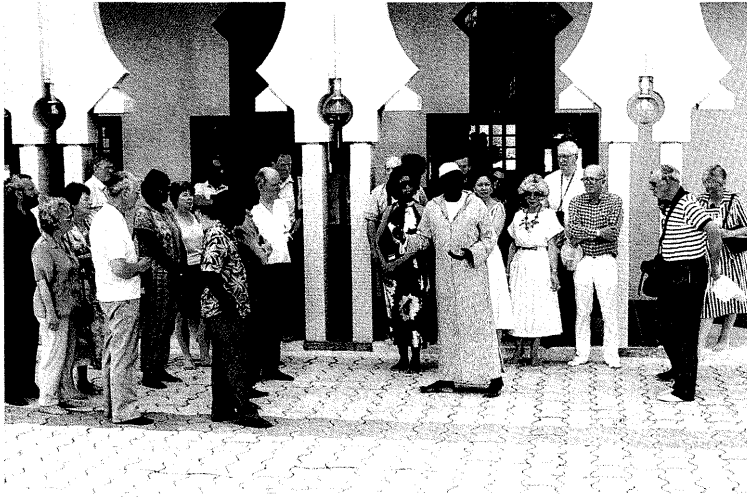
IAPH Officers at the Exco meeting on April 28, 1988 From left, Messrs. Carmen Lunetta, Cheung Yeung-Sei, Wong Hung Khim, J. McJunkin and John Mather.



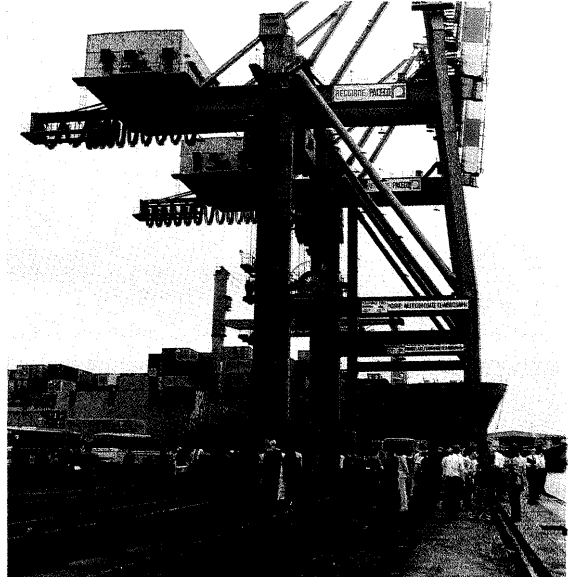




Visit to the Maritime Academy



Visit to the Riviera Mosque



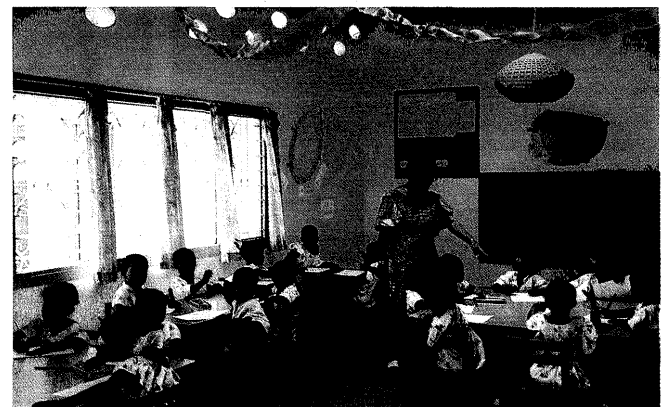
Visit to the Port of Abidjan



The delegates receive a briefing before being guided on a Port Tour



Ladies Program—Visit to Abolsso's orphan center



its intention to institute a 3-year pilot period in which no charges will be levied. Related costs will apparently be borne by public funds. The Sub-Committee — and IAPH generally, it is hoped — is very supportive of this FRG initiative, which should form the basis for an internationally adopted resolution of a fundamental problem.

The Sub-Committee has also monitored the results of the Second Ministerial Conference on Protection of the North Sea, listed in "Ports and Harbors" (March 1988). The reference, in particular, to the regional implementation of Annex V (Garbage) MARPOL, from 31 December 1988, has implications for ports generally. It will therefore be given detailed consideration by the Sub-Committee.

The Sub-Committee has finalised its input to the revision of the International Safety Guide for Oil Tankers and Terminals. The revised Guide is expected to be published soon.

Ship Sub-Committee

The Sub-Committee's activities have progressed in two ways.

Firstly an Economic Working Group has been set up to analyse the economic trends which determine the evolution of ships and which may affect port development. As a first step, a report on the trends of container vessels is currently under preparation. The report should consider the questions of investment and maintenance costs in the ports concerned (Dredging, Quay Walls, etc.) and the specific problems raised in the ports of developing countries. The draft report will then be submitted to shipowners and ICS. The report's findings should be ready for presentation to the Miami Conference (1989).

Secondly, a Technical Working Group has been given the task of looking into the technical problems faced by ports in implementing chapters 3 and 4 of the Seoul report. The group has decided to give priority to those questions which have been considered particularly important (maneuverability of ships, access of helicopters, etc.), moving on to other topics later. Additionally, the Group will monitor proposals for measures (national and international) stemming from the Zeebrugge ro-ro passenger ferry tragedy.

The Sub-Committee will cooperate actively with the Cargo Handling Operations Committee. It has also forged links for joint action with shipowner organisations, notably ICS and OCIMF.

Engineering Sub-Committee

Much effort has been expended on the preparation of environmental guidelines following acceptance of the Sub-Committee's related recommendation by the Seoul Conference.

Thirteen distinct sectors have been defined and first drafts have been finalised and will be further considered.

It has been agreed that work on safe minimum widths and depths of navigable harbour channels should primarily be dealt with by an established PIANC Working Group, with direct input by IAPH representatives.

The Sub-Committee will also be offering direct input to an IMO sponsored Workshop on the Environmental Impact Assessment of Port Development, tentatively planned for October/November 1988, to be held in the USA. IAPH has previously endorsed and will be strongly supporting the Workshop.

Dredging Task Force

It is very evident that there is increasing concern, internationally, about marine environment protection. Though much of the emphasis is placed on the disposal of industrial waste, the disposal of dredged material at sea must certainly be included in that area of concern. The Task Force is therefore actively committed to participation in IMO's assessment scheme to provide a more systematic approach to the evaluation of wastes with different characteristics and impact potentials. It is strongly recommended that the financial efforts of IAPH in that field should be continued at the same level as in past years.

The Task Force will report on their current work on FIDIC, International Conditions of Contract and ISO Dredging Terminology Standards. Their prime concern, however, has been to continue their close monitoring of activities related to the London Dumping Convention.

IAPH's Representational Activities

COPSEC's contribution to the presentation of advice and information to IAPH members relies, to a significant extent, on its close links with — and, on occasions, direct involvement in — IAPH's representational activities.

It is most satisfactory to be able to report an extension of COPSEC's links. We are fortunate, in this respect, in that COPSEC's Vice Chairman, Alex Smith, is also fulfilling the role of IAPH's European Representative. In this capacity he is, at the same time, able to establish and foster the necessary contacts, identify areas of joint interest for appropriate Committee action, and monitor the on-going progress of actions being undertaken.

Jean Smaghe, as Chairman of the Ships Sub-Committee, has already established the basis for joint work with ICS, OCIMF, EHMA and INTERTANKO. We can expect useful results from these efforts.

Per Olson, as Chairman of the Port Safety Sub-Committee, has forged links with ICS and OCIMF. Additionally, he has represented the port viewpoint at discussions of parties to the Helsinki Convention.

Captain Johan Van Der Schaaf, Chairman of the Maritime Safety Sub-Committee, has developed close links and initiated joint work programmes with EHMA, IALA and IMPA, to which reference has been made earlier.

Herb Haar, Chairman of the Dredging Task Force, has consolidated his contacts with IADC, PIANC and FADA.

The Committee recommends cooperation and involvement with the relevant working groups of PIANC.

Peter Fraenkel, the Engineering Sub-Committee's Vice Chairman, has re-examined and restructured the Sub-Committee's PIANC contacts to achieve a better use of resources.

The IMO work programmes must always be the subject of close attention by COPSEC. Its vast output of papers and memoranda have to be culled to realise those issues which have implications for ports, and to determine whether, to what extent and how best to make any contribution/input which upholds the interests of ports.

Alex Smith, IAPH's Liaison Officer with IMO and COPSEC's Vice Chairman, has the task of making that preliminary assessment and pointing to potential port-related activity areas.

Relevant papers and advice as may be necessary are circulated to the Sub-Committee Chairmen, who are then able to decide on the action to be taken.

COPSEC's interests on behalf of IAPH in the many

IMO meetings which have been held since the Seoul Conference have thus far been represented by our Liaison Officer. The issues which he has addressed in the fields of maritime safety, marine environment protection and port security have fallen within long-established policy lines. Reports on meetings held have been published in "Ports and Harbors", where they are thought to have attracted wide port interest.

COPSEC has noted the recent emergence in IMO discussions, however, of a number of issues on which it will be necessary to define acceptable port policies for subsequent representation to IMO. Within the remit of the COPSEC Sub-Committees, these are as follows:

Ship Sub-Committee

- Safety of ro-ro vessels and applicable standards, including the role of shore-based management.
- Revision of IMO's 1985 Guidance on ship manoeuvring standards.
- IMO's ship identification number scheme.

Marine Safety Sub-Committee

- Enhancement of IMO's guidance on VTS for ports and their approaches.
- The development of Electronic Chart Display Systems.
- The use of radar/radio transponders on ships for safety purposes, together with a related coding scheme.
- The development of a single document incorporating all provisions concerning reporting requirements and procedures.

Port Safety Sub-Committee

- Guidance on the implementation of Annexes IV and V of Marpol 73/78.
- Consideration of the implications of a suggested Annex VI to Marpol 73/78 to deal with the carriage of noxious substances in bulk, from the point of view of scope and content.
- Support and assistance to IMO's technical assistance programme on marine environment to protection.
- Control of smoke emission by ships.

There are three other matters which, in their way, fall within the remit of a number of COPSEC's Sub-Committees. We do recommend, however, that the Executive Committee approve the actions which we must necessarily take to proceed with them. These are as follows:

(1) Electronic Data Interchange (EDI) in coordination with the Trade Facilitations Committee

A range of port marine operational issues will undoubtedly benefit from the application of EDI. We note the possibility that a Working Session at Miami will be generally devoted to the subject. We would therefore strongly support that possibility and, further, urge that COPSEC be closely identified with the lead-up work to it.

(2) Port Safety Conference

The totality of port safety has not, so far, been addressed within in the scope of a single conference occasion. There is a perceived need, however, for port personnel from developed and developing countries to get port safety issues into perspective, and to obtain the best possible practical advice from persons best qualified to give it.

COPSEC recommends that the Executive Committee give its approval, in principle, to the concept of a Conference, as outlined, and authorise the IAPH Technical Committees and the IAPH Secretariat to examine, with other international organisations, ways and means of making it come to

pass in the latter half of 1989.

Final Remarks

In addition to the foregoing, Alex Smith's contacts with other international organisations give clear evidence of their willingness and desire to join forces with IAPH to develop and deal with policy issues/objectives, the implementation of which would be of mutual benefit to the membership of the respective organisations.

We are in no doubt that this method of dealing with matters of common interest will allow the parties concerned to deploy their scarce resources to the best advantage.

COPSEC will, therefore, be looking at relevant activity areas to assess the urgency with which port-related topics should be addressed. It will then be necessary to determine the extent to which — and how best — an effective IAPH contribution can be made to the joint effort.

Attachment: List of Participants

(as provided by the Organizing Committee in Abidjan)

1. COPSEC (Full Committee)

J. Smagghe, Port Autonome du Havre, France (Chairman)
 Ngoy, Régies et Voies Maritimes, Zaire
 Yssa Adeko, Nigerian Ports Authority
 J.S. Kyandih, Kenya Ports Authority
 Nouhoum Diop, Port Autonome de Dakar, Senegal
 Khong Shen Ping, Port of Singapore Authority
 K. Jurriens, Port of Rotterdam, Netherlands
 R.C.W. Brouwer, IADC, Netherlands
 H.R. Haar, Jr., Port of New Orleans, U.S.A.
 C Brossard, Port de Nantes St. Nazaire, France
 B. Coloby, Port Autonome du Havre, France
 A.J. Smith, London, U.K.
 J. den Toom, Amsterdam, Netherlands
 Capt. J. Varney, Auckland Harbour Board, New Zealand
 Capt. J.J.H. van der Schaaf, Port of Rotterdam, Netherlands
 P.J. Keenan, Cork, Ireland
 A. Priso, Office National des Ports du Cameroun
 Fonges Marius, Office des Ports et Rades du Gabon
 Graillard Bernard, Office des Ports et Rades du Gabon
 J.R.D. Sandison, Port Hedland, Australia
 B. Carr, Auckland Harbour Board, New Zealand
 R. Cooper, Auckland Harbour Board, New Zealand
 Ngoy Mudia, RUM, Zaire
 J.M. Moulod, Abidjan, Côte d'Ivoire

2. Marine Safety Sub-Committee

Capt. J.J.H. van der Schaaf, Port of Rotterdam, Netherlands (Chairman)
 J.S. Kyandih, Kenya Ports Authority
 Capt. S. Oobun, Nigeria Ports Authority
 J.R.D. Sandison, Port Hedland, Australia
 A.J. Smith, London, U.K.
 Capt. J. Varney, Auckland Harbour Board, New Zealand
 Nouhoum Diop, Port Autonome Dakar, Senegal
 Ngoy Mudia, RUM, Zaire

3. Engineering Sub-Committee

Miguel Pinton, Port of Tenerife and Goal Direction of Ports, Spain
 D. Noll, Port of Rostock, German Democratic Republic

A.E. Essign, Ghana Ports and Harbors
 S.R. Afergbedji, Ghana Ports and Harbors
 H. Ramnarain, Mauritius Marine Authority
 Alhagie S. Khan, Gambia Ports Authority
 K. Snaggs, Port Point Lisas, Trinidad
 J. Bayada, Cyprus Ports Authority
 Pape Wainde Dieng, Port Autonome de Dakar, Senegal
 Mevi Pierre, Port Autonome de Cotonou, Benin
 Diatta Jean Baptiste, Port Autonome de Dakar, Senegal
 J. Yemy, Office National des Ports du Cameroun
 F. de Groot, Port of Rotterdam, Netherlands
 C.B. Kruk, Port of Rotterdam, Netherlands
 G.B. Gudmundsson, Port of Reykjavik, Iceland

4. Ship Sub-Committee

J. Smagghe, Port Autonome du Havre, France (Chairman)
 B. Carr, Auckland Harbour Board, New Zealand

Mr. Lunetta



Cargo Handling Operations Committee (CHO)

By C.J. Lunetta, Port of Miami, U.S.A.

At the Exco meeting on April 28, 1988, Mr. Carmen Lunetta (Port of Miami) reported that his committee had studied various matters, including:

- a. Standardisation of Containers
 A report on this matter is being finalized. The Committee will take steps not to duplicate COPSEC's efforts in this regard.
 The Committee wishes to publish the results of a survey on containerisation experiments and cargo handling equipment.
- b. Cargo Handling-Related Problems/ Accident Analysis
 The Committee would like members to assess and give information on accidents which may occur in their port areas.
 They suggest that manpower problems should also be looked into. A survey on this matter is currently being carried out in the United States and will be reviewed at the Miami Conference.

At this same meeting, the Exco approved the change in the chairmanship of the Cargo Handling Operations Committee from Mr. Lunetta to Mr. Robert Cooper of the Auckland Harbour Board, New Zealand, so as to enable Mr. Lunetta to devote himself to the preparation work for the forthcoming IAPH Conference, which his port of Miami is hosting in April 1988.

Thus it was Mr. Cooper who made a verbal presentation of the result of his committee's efforts when the Technical committee chairmen were invited to report on the work of their committees at the Closing Session held on April 29, 1988. The report from Mr. Cooper follows.

Summary Report

By R. Cooper, Auckland Harbour Board, New Zealand

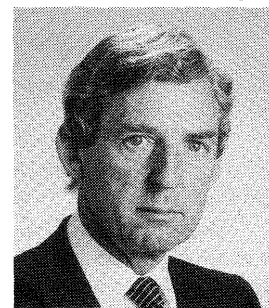
Monsieur Le Ministre, Monsieur Le President Wong,

P.J. Keenan, Cork, Ireland
 R. Cooper, Auckland Harbour Board, New Zealand
 Sambot Luc A., Port de Pointe-Noire, Congon
 Khong Shen Ping, Port of Singapore Authority
 Fonguers Marius, Office des Ports et Rades du Gabon

5. Dredging Task Force

H.R. Haar, Jr., Port of New Orleans, U.S.A. (Chairman)
 Sam K. Lynch, N.P.A., Liberia
 A.O. Aregbe, Nigerian Ports Authority
 Ngoy, R.V.M., Zaire
 K. Okubo, Japan Port and Harbor Association
 R.C.W. Brouwer, IADC, Netherlands
 Murrigas, Port of Rotterdam, Netherlands
 Graillard Bernard, Office des Ports et Rades du Gabon
 Akachiby, Abidjan, Côte d'Ivoire
 C. Brossard, Port de Nantes St. Nazaire

Mr. Cooper



Mesdames et Messieurs:

J'ai le plaisir de vous communiquer aujourd'hui les décisions qui ont été prises par notre comité.

In our deliberations in Abidjan the Cargo Handling Operations Committee (CHO) reviewed past initiatives and identified new opportunities for our work. The review was to determine the relevance of earlier projects to the cargo handling problems of today.

As a result, we have concluded the work of gathering and analysing statistical information on Container Terminals no longer has its earlier importance. We are unaware of anyone using this information, particularly to make decisions, and we have decided that it has outlived its usefulness and that we will discontinue this project.

Similarly, we have considered the proposal that IAPH should coordinate the collection of statistics on accidents in conventional and container handling activities. Although we do not underestimate the very real problems in terms of human lives, lost-time and financial costs, we were not convinced that the end uses of this information would justify the onerous task of collecting and collating it. Instead, we will be asking Members to share any data they may have regarding serious accidents, port equipment and infrastructure — for example, the failure or destruction of gantry cranes and measures taken to prevent the recurrence of such mishaps.

My colleague, Mr. Smagghe, has already referred to increases in container vessel size. The work of COPSEC on this problem has direct relevance to that of CHO. For example, bigger and wider container ships will bring the need for higher gantry cranes with a bigger outreach and greater capacity. Likewise, changes will be required in ISO Box dimensions to make them longer, deeper and — worst of all — broader. These changes will have a severe impact on cargo handling equipment and, perhaps in the short term,

on port capacity. This is already happening on some trade routes.

The Committee decided to survey Members and to report further on identifying options. In particular, it will be necessary to weigh up the relative merits in terms of cost-effectiveness of re-equipping the cargo-handling facilities or, alternatively, of modifying existing equipment, quays and pavements. This will be a major project for the Committee in the coming year.

Lastly, the Committee considered the need to reform Labour Practices in our ports. We think this is a worldwide

problem and that there will inevitably be a move towards more capital-intensive systems. The Committee believes that whenever Ports address such matters together, considerable benefit can come from sharing common problems and the chosen solutions. We can all learn from the outcome of our deliberations, whether good or bad. The Committee will enlist the aid of Members for this project and hopes it will come into focus at the Miami Conference.

M. Le Ministre, Me. Le President, Mesdames et Messieurs:

ANN-EE-KAY! KOSSO-BAY! Merci Beaucoup!

Committee on Trade Facilitation (TF)

By F.L.H. Suykens, Port of Antwerp, Belgium
(Speech at the Closing Session on April 29, 1988)



Mr. Minister, Mr. President, Dear Colleagues, Ladies and Gentlemen,

The aim of the Commission which I have the privilege to chair is to facilitate world trade, which means the simplification and improvement of administrative procedures.

The prosperity of seaports, as the prosperity of our ports, depends to a great extent on the development of international maritime trade. All which can be done in order to favour it is of prime importance for all those who participate in it.

He who addresses the subject of formalities and procedures in a seaport thinks immediately about Customs. Our International Association of Ports and Harbors signed

last year a convention with the Customs Co-operation Council in order to prevent the smuggling of drugs. In this convention the world ports agree to help the Customs in their work whilst the Customs expressed their wish that the inevitable control measures be taken without slowing down port traffic. Since then we have established some guidelines in order to put the above-named convention into practice.

The guidelines are now being submitted for approval by the Customs Co-operation Council to its members. We expect the approval of the agreement by C.C.C. in June next.

Mention of formalities and administrative procedures should nowadays also include E.D.I. We have been able

Miami Conference—

(Continued from Page 18, Col. 2)

0900/1200 Cargo Handling Operations Committee (CHO)
0900/1200 Public Affairs Committee
0900/1200 COPSEC (reserve)
1100/1200 Ad Hoc Committee (if any)
1100/1200 Credentials Committee (A conference committee)
1100/1200 Resolutions & Bills Committee (A conference committee)

1400/1700 Pre-Conf. Joint Meeting of the Board and Exco
1700/1800 Meeting/s of Chairmen/Speakers/Group Leaders of Working Sessions (if necessary)

MONDAY, 24 APRIL, 1989

0800/0830 Resolutions & Bills Committee
0830/0945 Official Opening Ceremony
1000/1200 1st Plenary Session
1400/1700 No. 1 Working Session: Technical Committees Open Forum

TUESDAY, 25 APRIL, 1989

0800/0900 Honorary Membership Committee (A confer-

ence committee)

0900/1200 No. 2 Working Session

1400/1700 No. 3 Working Session

WEDNESDAY, 26 APRIL, 1989

Full day study tour

THURSDAY, 27 APRIL, 1989

0900/1200 No. 4 Working Session

1400/1700 No. 5 Working Session

FRIDAY, 28 APRIL, 1989

0800/0845 Resolutions & Bills Committee
0900/1200 No. 6 Working Session
1200/1230 Resolutions & Bills Committee
1430/1600 2nd Plenary Session (Closing Ceremony)
1630/1800 Post-Conf. Joint Meeting of the Board & Exco
1800/1830 Exco

SATURDAY, APRIL 29, 1989

0900/1200 Committee meetings, if any (Normally no function will be scheduled. Post-Conference tours usually commence from Saturday morning.)

to see that the port of Abidjan under the dynamic leadership of our colleague Mr. Moulod has been very well equipped in this field.

If every port management should be able to handle data by computer it is, however, increasingly felt that it is required that all these data can be electronically exchanged by all those who participate in the handling and carriage of goods in a seaport, and also between seaports and shipping companies.

This requires a standardisation of the messages, which has been done by the United Nations under the name of "Edifact" with the clear purpose of facilitating the simplification of international trade.

Our Committee represents the International Association of Ports and Harbors in several world organisations which are involved in this standardisation and this with the purpose

to promote in the first instance E.D.I. in ports.

During the bi-annual meeting in Miami in April 1989 a whole session will be devoted to the theme of port information systems.

All this concerns the big challenge with which all ports of the world are confronted, and which is as yet not met.

You will therefore understand, Mr. Minister, Ladies and Gentlemen, that we, the port managers, sigh very often with the French poet Alphonse de Lamartine in his poem "The Lake":

*"Ainsi toujours poussés vers de nouveaux rivages
dans la nuit éternelle emportés sans retours
Ne pourrions-nous jamais sur l'océan des âges
jeter l'ancre un seul jour?"*

Public Affairs Committee (PACOM)

Minutes of meeting held on April 26, 1988

By R.N. Hayes, Dublin Port and Docks Board, Ireland



Present: R.N. Hayes, Dublin Port (Chairman)
Mogens Munk, Port of Copenhagen
G.B. Gudmundsson, Port of Reykjavik
Alex Kabuga, Kenya Ports Authority

The group was subsequently joined by:
Pierre Mevi, Port de Cotonou, Benin
Jacques Yemy, Cameroun National Port Authority
J.B.G. Diatta, Port de Dakar, Senegal

Apologies had been received from:
G.B. Page, Wellington Harbour Board
R.P. Snodgrass, Taranaki Harbours Board
F.M. Williams, Bay of Plenty Harbours Board

Notice of resignation had been received from:
J.J. Kirk, Port Authority of New York and New Jersey

- 1) The attached agenda was adopted.
- 2) The minutes of PACOM meetings:
 - a) in Seoul, 26 April 1987
 - b) in Rotterdam, 16th October 1987
 were adopted.
- 3) There were no matters arising from the minutes which were not covered by the Agenda.
- 4) Advance copies of the "Children's Port Colouring Book" were distributed. The advance version available was, the one in Dutch prepared for the Port of Rotterdam. It was agreed that the book was very suitable and was an impressive example of good artistic work. The master copy in film form is to be sent to IAPH headquarters in Tokyo to be copied and made available as "film kits", in the following languages:

- * French
- * English
- * Spanish
- * German

- * Japanese
- * No language

The "no language" film kit will be suitable for countries who wish to add their own language if it is not included in the major language grouping listed above.

It was agreed to circulate copies of the book with these minutes to members who were unable to attend in Abidjan.

A short specification of paper quality would accompany the film kit or a printed copy of the book which would show the paper quality should accompany the film.

The Chairman agreed to discuss with Head Office the details of production, marketing, distribution, etc... It was decided that the marketing and distribution of the "film kits" should be planned to come to a peak in time for the Miami Conference in 1988.

Consideration should be given to circulating in due course a copy of the Colouring Book with each copy of "Ports and Harbors" magazine.

The Committee's thanks was to be conveyed to Mr. Van Horssen, to the artist Mr. Han Kleinbloesem and to the Port of Rotterdam.

- 5) The "Economic Impact Study" for the Port of Dublin was presented and discussed. It was agreed that it was a substantial document requiring more detailed consideration.

It was agreed to circulate it to Committee members and to seek views and comments in time for the next meeting. Members agreed that many ports would find the study very useful in attempting to design and carry out such a study for themselves.

- 6) Consideration was given to further projects that might be undertaken and it was agreed to continue the theme of appealing to school children.

The Committee agreed to regard the colouring book as the first of a series of three or perhaps four IAPH

international publications:

- a) The Colouring Book for pre-schoolchildren
- b) A book for children in primary schools
- c) A book for children in secondary or high schools
- d) An information book for teachers

The Chairman agreed to seek information about existing material of this nature and to arrange with Head Office to make a survey of suitable material, which should be sent to Dublin.

The suitable publications obtained as a result of the survey would be examined, edited and adapted for international use by IAPH. This special task would be undertaken at the next PACOM meeting.

Preliminary consideration was given to the idea of an IAPH video film. It was agreed that, if this were to be undertaken, it would require a very high-quality, professional standard and that it was likely to be rather expensive.

Further consideration of a video film was deferred till the next meeting. Members meanwhile agreed to think about the project and to consider how the required money could be raised.

- 7) It was agreed to co-opt Mr. Alex Kabuga subject to approval of the Executive Committee, to present delegates from Africa who had attended the meeting.

The weakness of North American representation was again noted and it was regretted that Mr. Kirk had taken early retirement. The Chairman was delegated to discuss this weakness with delegates from the USA and Canada, with particular reference to the Port of Miami.

- 8) It was agreed that the Chairman would arrange for the next interim meeting to be held at the end of September or early October 1988 probably in Dublin or in London. Mr. Alex Kabuga indicated that delegates would be made very welcome in Nairobi.

It was agreed that PACOM would meet in Miami during the 1989 Conference.

- 9) As no further matter was raised under this item on the agenda, the meeting was closed and the Chairman thanked those who had attended and asked for their continuing help and co-operation in the future.

PUBLIC AFFAIRS COMMITTEE MEETING

Hotel Ivoire Inter-Continental, Abidjan

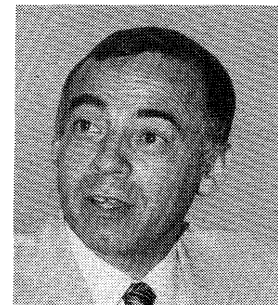
26th April 1988 at 9.00 a.m.

Proposed Agenda

- 1) Adoption of Agenda
- 2) Consideration of minutes of PACOM meetings
 - a) Seoul, 26 April 1987
(Circulated in Seoul and with letter of 27 August 1987)
 - b) Rotterdam Friday, 16th October 1987
(Circulated with letter dated 18th November 1987).
- 3) Matters arising from minutes.
- 4) Consideration of "Port Colouring Book".
- 5) Consideration of "Economic Impact Studies".
- 6) Consideration of further projects to be undertaken.
- 7) Review of membership of Committee.
- 8) Date and place of next meeting.
- 9) Any other business.

Committee on Legal Protection of Port Interests (CLPPI)

**By Paul Valls, Port of Bordeaux, France
(Speech at the Closing Session on April 29, 1988)**



Mr. President, Ladies and Gentlemen,

The Committee which I have the honour of chairing within the IAPH has been given the task of handling the legal protection of Port Interests.

Naturally, we are far too few in number to take on the role of port counselors for ports throughout the world. However, we have organized ourselves in such a way as to be able to seriously and efficiently follow work on draft international conventions relating to the sea and ports, carried out by specialist organisations and the United Nations, whether located in London (International Maritime Organization, IMO), Geneva (United Nations Conference on Trade and Development, UNCTAD), or elsewhere (UNIDROIT, Rome, Comité Maritime International—CMI).

We try and ensure that, at all international meetings of importance to ports, there is an IAPH representative present who is able to explain to you what has happened and intervene in accordance with IAPH directives, to protect the interests of ports.

In fact, whether it is in industrialized countries or in developing countries, maritime ports involve enormous investments and play a major economic role in the transport chain.

This is why we are fighting to ensure that the financial and legal interests of ports are taken into consideration, notably in the drafting or revision of the following International Conventions:

- the Convention on Assistance and Salvage of Ships; and
- the Conventions on the Limitations of Liability of the owners of seagoing ships.

These latter Conventions are currently being revised, within the context of two recent ferry disasters, involving the "Herald of Free Enterprise" in the North Sea with nearly 200 victims and the "Dona Paz" in the Philippines with over 1,500 victims.

— Then there is the Convention on the Transport of Hazardous and Noxious Substances, with risks of pollution,

fire and explosions, which as you all well know can involve enormous damage to port facilities.

— Finally, there is the Convention on the Liability of Port Terminal Operators, which principally involves cargo and which is currently being followed at the United Nations in New York by our correspondent Patrick Falvey.

For all these important questions, heavy sums of money are involved and ports must not be condemned to pay for damage which they have not caused.

The Executive Committee of IAPH has been kind enough to approve the proposals put forward by my Legal Committee.

I would like to thank President Wong; I also wish to thank the members of my Committee: Patrick Keenan from Cork, Vice Chairman; Alex Smith, our dynamic Liaison Officer in London; Kick Jurriens from the Port of Rotterdam; Carl Veng from the Port of Copenhagen; Patrick Falvey from the Port of New York; Andr Pages, who is actually in London today at the IMO; and finally the representatives of the African Ports, who have come to Abidjan in strength and actively participated in the Committee's debates.

The green light which we have been given will enable the Legal Committee to continue its activities.

But I will, if I may, profit from the occasion, since I have been asked to speak, to remind you all once again that you can contribute to making IAPH's efforts within international circles more effective.

How? By talking directly to the delegates appointed by your own government to represent your country at the different International Organizations, whenever you can, so that they too will defend the interests of Ports. It is, in fact, your country's representatives who, finally, will vote on these international texts and who hold the power of decision. It is, therefore, very important to keep them informed and to convince them.

IAPH's Legal Committee will, itself, make every effort to keep you informed, thanks in particular to the magazine which IAPH disseminates to all its members.

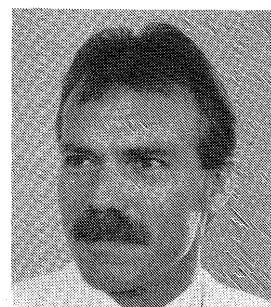
I hope that, thanks to your help, we will obtain the best possible results.

It is with these words that I would like to end this brief outline and to thank you all for your attention.

Committee on International Port Development (CIPD)

Conclusions and Recommendations

By C.B. Kruk, Port of Rotterdam, the Netherlands



Introduction

The Chairman apologizes for the (too) late delivery of the Report of the CIPD.

The following Conclusions and Recommendations are the results of the CIPD Meetings which took place on 26 and 27 April 1988 at Abidjan. The Meetings were attended by 16 CIPD members and observers on average. (Please refer to the attached list.)

The Conclusions and Recommendations will be forwarded to all CIPD members for comments.

Conclusions and Recommendations

Regional Port Co-operation Scheme

This Scheme, expected to replace the Sisterport Scheme, was first presented during the Seoul Conference. So far the action taken has been to write letters introducing the Scheme and its goals to the 10 Regional Port Co-operation Associations known to CIPD (in close co-operation with UNC-TAD).

To date only 3 replies have been received. In spite of this very disappointing result, the CIPD is still convinced of the positive possibilities the Scheme may offer, once set into motion.

Therefore, it has been decided to send another letter to the Associations that have not responded so far, and possibly to other similar Associations existing but not known to the CIPD Chairman today.

Along with this letter, the Chairman will send similar information to IAPH Head Office for publication in the

journal "Ports and Harbors"

Bursary Scheme

Since the Seoul Conference, in total 33 applications have been received. Out of these, 9 have qualified for bursaries, 3 are still pending and 21 have been rejected.

Reasons for rejection were:

- the applicant or the Training Institute applied for did not belong to an IAPH member;
- the requesting IAPH member had a dues delinquency; or
- the requesting member did not respond to the required guarantee to supply funds surpassing the maximum bursary amount of US\$3,500.

From all applications received as of today, it is evident that only a few training institutions have been requested as training venues. However, the CIPD is aware of the fact that there are many training possibilities provided by IAPH member ports/institutions or institutions affiliated to IAPH members.

Therefore, it has been decided to send around a questionnaire to all IAPH members giving them the possibility to announce their detailed training programmes.

The information received will be processed by the Chairman and forwarded to IAPH Head Office for printing and distribution in a separate booklet.

Simultaneously, the above action will be announced in the journal.

Moreover, it is anticipated that a poster describing all the Schemes of the CIPD will be produced.

The CIPD is very worried about the limited funds still available in the Special Fund from which bursaries are financed. Therefore the CIPD strongly supports the request of the Secretary General for more funds.

Essay Competition

Within short notice, the Chairman will invite a number of CIPD members from various regions as well as Special Advisors to take their positions in the Panel of Judges.

Depending on the general value of the essays received, the CIPD will consider taking the following actions:

- It may invite the First Prize Winner to present a summary of his/her paper at the Miami Conference, in particular if the content of the paper ties in with the Theme of the CIPD Working Session and/or the Theme of the Miami Conference.
- At the discretion of the Ports and Shipping Division of UNCTAD it may be decided to use one or more Essays as Monographs.
- The publication of a number of valuable essays in a small booklet to be distributed by the IAPH may be considered.

57 † Scheme

The CIPD, in spite of its firm belief in the value of the Scheme, is disappointed that all the actions taken after the successful Ghana Pilot Project have, so far, not resulted in new Projects.

Investigating the reasons, it becomes clear that the Scheme is not very well known to IAPH members in developing countries. Although the Report on the Ghana Pilot Project and mention of the Scheme's anticipated continuation in other developing countries have been published in the journal, this information has not — possibly because of poor dissemination of the journal's contents — led to new requests.

Therefore it has been decided that the Chairman will send a personal letter to all member ports in developing countries, to Regional Port Co-operation Associations and the United Nations Agencies, explaining the details of the Scheme.

Such action will also be followed up by articles in the journal.

Monograph Scheme

Just before the Abidjan Conference, UNCTAD informed the Chairman that 3 Monographs are "in the pipeline".

Subjects: Grain Terminals, Port Security and Multi-purpose Cranes.

During this conference, three more papers were announced, viz.

- Ship Movements in Ports (Iceland);
- Selection of Container Handling Equipment for Low Throughput Terminals (Cyprus); and
- Port Costing (France).

Next to this positive picture, the CIPD has the intention, as a result of decisions taken earlier, to send a small questionnaire to all members and Regional Port Co-operation Associations to investigate subjects and possible authors.

Subjects which could be of value are, for instance:

- logistics
- marketing
- interface between Customs and ports
- small scale introduction of computerization

Jobmar Scheme

To date, this UNCTAD Scheme, aiming at the attachment of a representative of a developing port in a developed port to obtain practical experience in a certain subject, is still in the state of preparation.

The CIPD is supporting UNCTAD in this respect. The second prize winner of the last Essay Competition has volunteered to be the first candidate for this Pilot Scheme.

Should the Pilot Project be executed and prove to be successful, the CIPD will do its utmost to further develop the Scheme, since its aims tie in with the overall field of interest of the CIPD.

In the same context, the recent Student Placement Scheme request by UWIST (Cardiff, UK) can be taken into consideration.

The CIPD, however, recognizes the problems of the UWIST request, in particular regarding language and finance.

Miami Conference

The Chairman announced that, most probably, the CIPD will be requested to organize a Working Session during this Conference.

The Chairman will send to the members for their comments a proposal which takes into consideration the specific needs of developing countries.

The CIPD makes a strong appeal to the organizers of the Miami Conference to allow the Chairmen of the Technical Committees sufficient time to present their Reports and Policy during the Plenary Sessions.

Relations with PIANC and ICHCA

Although this point was not discussed during the Meetings, the Chairman is determined to pursue this activity further and, particularly, to follow up any action taken by other Committees.

Distribution of IAPH Information

Once again, this point was discussed at length. It is obvious that IAPH information, disseminated either through the journal or in letters, is in many cases not reaching the appropriate staff.

The CIPD strongly recommends to the Secretary General of the IAPH that methods for improving this situation be explored. It goes without saying that the CIPD will offer any assistance required.

Membership and Participation

The Chairman announced that he is disappointed with the inactive participation of a number of members of the CIPD.

Therefore it was proposed that non-active members no longer be asked whether they wish to continue their membership. However, it was emphasized that such action should only be taken after very careful consideration, with particular regard to members from developing countries who may be confronted with specific problems in the fields of communication and finance.

Attachment: List of Participants

(as provided by the Organizing Committee in Abidjan)

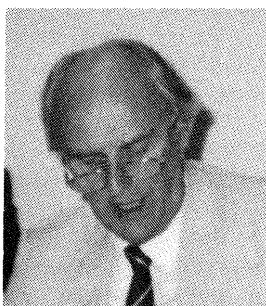
C.B. Kruk, Port of Rotterdam (Chairman)

A.O. Aregbe, Nigerian Ports Authority

P.N. Njie, A.G.P.A.O.C.
 J. Bayada, Cyprus Ports Authority
 F. de Groot, Port of Rotterdam
 S.K. Alhagie, Gambia Ports Authority
 K. Snaggs, Port Point Lisas, Trinidad and Tobago
 D. Noll, Rostock, German Democratic Republic
 A.E. Essien, Ghana Ports Authority
 S.R. Afagbedzi, Ghana Ports Authority
 L. A. Sambot, Port de Pointe Noire, Congo
 J.B. Diatta, Port Autonome de Dakar, Senegal
 J. Yemy, Port Autonome de Cotonou, Benin
 H. Ramnarain, Mauritius Marine Authority
 G.B. Gudmundsson, Port of Reykjavik, Iceland
 D.R. Caddo, Port of Thunder Bay, Canada

IAPH European Representation

A Status Report



By **A.J. Smith**
IAPH European Representative
London

Introduction

This report on the status of IAPH's European representation reflects the outcome of a number of set tasks undertaken since the Seoul Conference (May 1987). These tasks, which were believed to be an essential preliminary to establishing a sound representational framework, were as follows:

- (i) to meet with key representatives of significant European-based international non-governmental maritime organisations (NGOs); to assert positively to them IAPH's commitment to close contact and co-operation; to assess the range of interorganisational activities/programmes/ relationships on which joint action might be thought to be of mutual benefit; to examine, in preliminary terms, the mechanics/procedures for engaging in mutually co-operative effort; to consider the scope for so doing bearing in mind the commitment likely to be entailed in terms of work, travel and so on by expert personnel; and, importantly, to assess the extent to which there might be said to be a positive need to enter into such commitments.

I have therefore had direct discussions with representatives of the following NGOs:

Advisory Committee on Pollution of the Sea (ACOPS)
 Baltic and International Marine Council (BIMCO)
 Council for Mutual Economic Assistance (CMEA)

European Harbour Masters Association (EHMA)
 European Port Data Processing Association (EVHA)
 European Tugowners Association (ETA)
 International Association of Dredging Companies (IADC)
 International Association of Lighthouse Authorities (IALA)
 International Chamber of Shipping (ICS)
 International Maritime Pilots Association (IMPA)
 International Tank Storage Association (ITSA)
 Oil Companies' International Marine Forum (OCIMF)
 Permanent International Association of Navigation Congresses (PIANC)
 Society of International Gas Tankers and Terminal Operators (SIGTO)

- (ii) To visit European-based Chairmen of IAPH's Technical Committees to determine whether, and in the event, to what extent their Committees could engage in mutually cooperative effort with NGOs. Such visits, additionally, allowed me the opportunity to discuss their respective Committees' remits to establish, in a personal context, whether changes would enable Committees to take better advantage of developing situations.

The Committees in question are:

International Port Development (Chairman: Mr. Bert Kruk)

Legal Protection of Port Interests (Chairman: Mr. P. Valls)

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

Public Affairs (Chairman: Mr. R.N. Hayes)

Trade Facilitation (Chairman: Mr. F.L.H. Suykens)

- (iii) to meet European port personnel and, where possible, Chief Executives to emphasize the strengthened European liaison role and to evolve working patterns for even closer cooperation, at the same time, to hear of local concerns which might have more general application to the IAPH membership.

There has been liaison with the ports of Amsterdam, Antwerp, Bordeaux, Bremen/Bremerhaven, Clyde, Copenhagen, Cork, Dublin, Le Havre, Limerick, London, Rotterdam, Southampton and Stockholm.

NGOs (International Organisations)

There have been positive affirmations of support for more formalised cooperation with IAPH from each of the NGOs listed.

Naturally, there have been wide variations in the range of activities in which cooperative effort might be sustained depending on the functions and interests of the organisations concerned. For example, ITSA would be expected to have a rather narrow operational base; BIMCO, on the other hand, has much wider concerns and interests.

The mechanics of inter-organisational cooperation are also subject to variation, depending on the business to be transacted and the rules of procedure of the respective organisations. It is possible, however, to achieve degrees of cooperation ranging from the rudimentary use of mailing lists; to maintaining personal contacts with key officials; to making full use of observer status at specific meetings; and to establishing direct membership of organisational Committees. The last process can of course be facilitated by

membership of the respective organisations (IAPH already includes a number of organisations within the membership of its Committees).

Much will depend on the priorities set by the respective organisations to progressing work on agreed business. A key consideration will undoubtedly be the availability of the expertise to be applied.

The present situation is therefore clear. Important international organisations are now very much aware that there is, within IAPH, a spirit of willingness to examine problems arising either in a general industrial context or at individual member level, and to initiate steps towards their resolution. Additionally, these organisations have a better understanding of the nature, extent and capacity of the expertise available within IAPH joint work programme activity.

The organisations concerned have undertaken to review topics currently featuring in their various agendas to assess their relevance to IAPH. IAPH, in turn, or perhaps more specifically its Technical Committees, should carry out similar reviews. Where interests coincide there is basis for joint effort.

IAPH Technical Committees

Meetings with the Chairmen of European-based Technical Committees were extremely useful and informative. Each has made me very much aware that the successful conclusion of their respective remits is heavily dependent on active, dedicated Committee members being able to devote the time necessary to address and deal with the questions before them.

Committees may be large in membership terms. It is a fact, however, that actively participating members are relatively few in number. If activist numbers are not somehow to be increased work programmes will need to be tailored to suit the maximum effort obtainable with reduced resources. There is every indication that Committee work programmes are so tailored.

Notwithstanding that critical situation, it is highly likely that Committees will increasingly feel the need to react to developing situations. There are also foreseeable circumstances, indeed, in which Committees will themselves wish to initiate activity to secure a lead position for ports in the development of both specific and/or broadly-based maritime industrial policy. In such circumstances the pressures on active members will become even more acute unless alternative arrangements can be made to progress Committees' objectives.

Technical Committee Chairmen are alert to these problems and are open to ideas which might ease the burden on their members.

They are aware, for example, and greatly taken by the possibility that joint actions with other international organisations on selected issues could, ultimately, have beneficial results for the IAPH membership.

Joint action programmes can have a number of plus factors. There are savings in the more effective use of scarce resources. Misunderstandings which can and do arise in discussions which do not have relevant information from the industrial sector concerned can be eliminated at an early stage. Port representatives will be able to ensure that port interests are comprehensively taken into account by other parties. Perhaps best of all, Committees can concentrate on uniquely port-related issues where these exist.

Committees would expect to receive authoritative re-

ports from their representatives on joint programmes. Port-oriented conclusions can be drawn.

Logic and IAPH's self-interest strongly suggest that joint-action programmes be considered in the furtherance of Committee objectives.

Later in this paper reference is made to subject areas which might benefit from such an approach.

No change is needed to Committee remits to accommodate cooperative arrangements. Representatives of other organisations are already included in Committee membership. In a procedural context, however, it might be helpful to make a specific reference in remits to a Committee's wish to be directly involved in the work of other organisations. The IAPH Executive Committee would thereby know of, and in the event be in a position to, approve the Committee's intentions when giving its biennial authorisation of the Committee's remit. More to the point, the Executive Committee would be reassured that this departure from the norm is intended only to ensure that port viewpoints and concerns are not overlooked by other organisations. The end-product of these participatory activities will necessarily continue to be closely examined within the IAPH Committee structure for recommendation on IAPH policy as might be appropriate.

An additional matter. CLPPI, CIPD and the Public Affairs Committee are of course aware, in general terms, of the work programmes of other Committees.

They are pleased to give back-up support in the furtherance of objectives when asked to do so. It seems to me to be possible, however, for these named Committees to go a little further.

For example, CIPD's efforts in promoting Regional Port Cooperation suggest that the Regions be made aware of, and select from the best current operational practices and procedures for local implementation. If there is doubt in establishing best practices and procedures, CIPD could and should ask relevant Technical Committees for advice. CIPD should also receive all Committee findings on operational issues as a matter of routine for examination and implementation as might be appropriate.

Again, the unique expertise and professionalism within the Public Affairs Committee, if provided in advisory terms to other Technical Committees, could greatly assist the preparation and eventual promulgation of sensitive policy issues to external organisations including national governments. The PAC should therefore be included with CIPD and CLPPI in the receipt of relevant data from other Committees.

IAPH Member Ports

The geographical size of Europe and its generally satisfactory transportation network allows relatively easy access to the area's ports. Scheduled liaison visits allow port personnel to be briefed, with the least inconvenience, on relevant developments arising in an international context. These developments may be presumed to affect port operations for which they have some responsibility. Such visits also provide early warning of local concerns which might have more general application. These concerns can then be dealt with by the IAPH Secretariat and the IAPH membership as a whole.

It is also well-established that port interests are best protected by involvement in impinging activities at the earliest possible stage. Involvement should equate with expertise. Given therefore that many of these activities are

initiated in the European arena, it is most useful to know where relevant expertise can be found in European ports.

Clearly, if such expertise is forthcoming and can be brought to bear in discussions many advantages will follow, not least in maximising related costs.

IAPH's liaison effort with European ports goes some way towards facilitating this process. Knowledge is gained of the location of expertise. It is also possible, in discussions with port chief Executives, to explain the relevance of a direct input of port operational expertise to their own ports' situation. To that extent at least, port chief executives could be confident that resources released from their respective ports for the preparation and dissemination of an IAPH viewpoint are used to the best advantage.

IAPH relies primarily on direct contributions by member port personnel for establishing the basis of its policies and, indirectly for sustaining its credibility as an authoritative and effective international organisation. IAPH can therefore be thankful that when European ports have been called on to make their contributions, they have responded in positive terms without exception.

UN Agencies — Relevant Activities

A significant aspect of IAPH European representation is that which has regard to activities of European-located UN Agencies which impinge in some way on port operations.

IAPH's UNCTAD Liaison Officer (Mr. Bert Kruk) regularly reports on related developments. He and I have found it convenient on occasion, however, to exchange views on those developments to assess whether and, in the event, how best to encourage their further consideration by IAPH.

It has also been helpful to meet UNCTAD's Chief, Ports Section (Mr. E. Williamson) to establish the line to be taken to progress UNCTAD's cooperation and training programmes.

As a consequence of accreditation arranged by the Secretary-General, IAPH, with UN Headquarters, New York I have been in correspondence prior to meeting with a number of Vienna-based UN officials. At this stage specific contact has been made with key officials dealing with Trade Law (UNCITRAL), Drug Trafficking (Division of Narcotic Drugs) and Crime Prevention Control (Centre for Social Development and Humanitarian Affairs). The extent to which it would be appropriate for IAPH to make a direct input to on-going discussions will be assessed after meeting the officials concerned.

Representation of IAPH's interest at IMO has continued. Close contact has been maintained with IMO officials covering those activities which have a bearing on port operations. The courtesy and cooperation shown me by these officials remains excellent.

My appreciation of that situation will no doubt be echoed by IAPH as a whole.

IMO's programme of meetings continues to be published in Ports and Harbors. It is an extensive programme which entails close examination of a mass of documentation to sift out those issues which are likely to impact on port operations, to whatever extent.

Arrangements have been made to ensure that IAPH Technical Committee Chairmen, or Sub-Committee Chairmen as may be, are provided with documentation relevant to their work. Where possible, pointers are given to matters which could beneficially be taken up by their Committees. Lines of action can thus be established, to be developed at IMO either by the Liaison Officer or Committee represen-

tatives depending on the expertise needed to advance the best case.

Where IMO discussions include matters of direct interest to ports' reports are submitted and given wide circulation in "Ports and Harbors". In that context, members will recall published reports on the following meetings:

Marine Environment Protection Committee (16-20 February 1987)

Sub-Committee on Containers and Cargoes (23-27 March 1987)

Sub-Committee on Carriage of Dangerous Goods (6-10 April 1987)

Maritime Safety Committee (27 April — 1 May 1987)

Scientific Group on Dumping (6-10 April 1987)

Sub-Committee on Ship Design and Equipment (1-5 June 1987)

Legal Committee (12-16 October 1987)

Assembly (9-20 November 1987)

Marine Environment Protection Committee (30 November — 4 December 1987)

Joint IMO/UNCTAD Meeting on Maritime Liens and Mortgages (30 November — 1 December 1987)

Annexes to LDC (25-29 January 1988)

IAPH was also represented at a number of other IMO meetings details of which have been provided to the IAPH Secretariat for record purposes. Port interest in these meetings was adjusted to be slight.

Possible Joint Action Programmes

Under an earlier heading, reference was made to the possibility that joint action programmes could benefit IAPH objectives. There is no shortage of matters for potential inclusion in these programmes. The problem is, rather, to give them a priority listing having regard to the scarce resources whose responsibility it would be to make authoritative contributions to the joint endeavour.

The following are examples for possible consideration:

By PSECC

Marine Safety policy in ports and their approaches;

The interaction of ports and the environment;

Control of smoke emission by ships;

Guidance on the implementation of Annexes IV and V of MARPOL;

Recreational use of port waters — implications for commercial craft;

Safety of ro-ro vessels and applicable standards, including the role of shore-based management;

Trends in towage;

Fishing ports — organisation and management;

Port implications of electronic charting.

By Trade Facilitation Committee

EDI and port related ADP;

Ship reporting requirements and procedures;

Port coding;

Formalities connected with the arrival, safety and departure of ships.

It will be for Technical Committee Chairmen and members to recommend action, if any, in respect of these suggested activity areas.

In the specific context of IAPH's European representation it is possible that European port members would benefit from the development of common policy on a number

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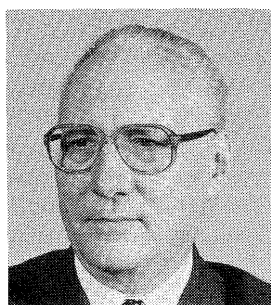
OPEN FORUM

Stay Close to the Customer

Some remarks on strategic planning in ports

This lecture was given at a session titled "Ports' Experience with Planning" during the AAPA Strategic Planning Seminar, March 16-18, 1988, Miami, Florida, U.S.A.

By **F. Suykens**
General Manager
Port of Antwerp



*"Un certain Marchand, avocat, homme d'esprit, disait "on court les risques de goût en voyant comment l'administration, la justice et la cuisine se préparent."
de Chamfort (1741 — 1794)*

One would certainly be astonished if one knew how dishes were prepared in the kitchen — and how decisions are taken as far as port investments are concerned.

In a positive way this means that the enlightened vision of certain "entrepreneurs", in the sense which Schumpeter gave to the word, very often played a more important role than financial accounting, forward planning or cost-benefit analysis.

In a negative way it very often happens that political lobbying, considerations of the regional economy, pressure of contractors (the concrete lobby) or local or national pride are far more important than impartial statistics or clear insight.

Port Management Objectives

This situation can be the consequence of the fact that most ports have not specified their objectives in any clear and rigorous fashion (1). Indeed, the question of objectives is a very difficult one for a port authority to answer satisfactorily and its response is likely to differ according to factors such as the extent to which the authority is under the control of other public authorities (e.g. central, regional or local government) and compelled to follow their objectives. More particularly, it is likely to differ according to the extent to which the port in question is in active competition with other ports. Equally, there may also be what might be described as doctrinal differences as to what should be the "proper" objective of a port authority.

One of the results of this lack of clarity on objectives

is that seaport managers attempt to maximize their throughput, though usually subject to some financial restraints, such as a target rate of return or the avoidance of actual losses (2). As ports are partly a public service (viz. their infrastructure) and partly a commercial activity (cargo handling) ports moreover depend on the national philosophy as far as public infrastructure is concerned and their development is to a great extent also influenced by national infrastructure plans.

As far as the philosophy on ports is concerned, that fact finding which has been carried out by the Port Working Group of the European Commission in Brussels has revealed that two approaches can be observed within the Community (3).

On the one hand, there is the continental approach, which applied to most of the original Community Member States and which might be considered as a **macro-economic viewpoint** in which the ports are considered as instruments for attaining regional and/or national economic objectives. Thus the intervention of the public authorities as regards expenditure in the construction and maintenance of maritime access channels and, in some cases, with regard to other port infrastructure is justified because of the role of the ports. According to this approach, such investments are regarded as expenditures which produce macro-economic benefits such as the construction and maintenance of an island transport infrastructure. For that reason, the cost of providing such an infrastructure is partly or totally covered from the yield of general taxation.

The Working Group note that this macro-economic tendency predominates in some other industrialised countries, such as, for example, the U.S.A. and Japan.

In accordance with this continental approach, the superstructure and its use for cargo-handling is mainly or completely the property of the private sector and/or financed and maintained under normal business principles. (In the Italian ports the superstructure is integrated with the infrastructure). The activities of the private sector can bring considerable tax revenue to the public sector which may lead the latter to forego the coverage of the costs of the infrastructure by the dues paid for its use.

The other approach, basically **micro-economic**, is characteristic of the newer Member States where the competence of the port administration often extends to the construction, maintenance and operation of the maritime access channel, port infrastructure and superstructure. In

these States the port administrations are at the same time commercial undertakings and have to pay all costs relating to the construction, maintenance and operation of their infrastructure and superstructure.

On the other hand, as operators of the superstructure, i.e. as providers of services to ships and goods, also receive the revenues — in contrast with the purely “administrative” port administrations which do not carry out these tasks. However, these port administrations (“port authorities”) — with the exception of the Irish ports — are subject to taxes like any other business undertaking (and in the U.K. national taxes on profits).

The difference between the two approaches (micro-economic and macro-economic) shows:

- that certain port administrations are themselves responsible for the construction and maintenance of the infrastructure and especially for maritime access; in the other countries this task is undertaken or paid for by other public authorities;
- that in some ports, certain port activities (amongst others the use of the superstructure within the framework of cargo-handling) are an activity of the port administrations themselves; in other ports these fall within the competence of the private sector;
- that the division of responsibilities has consequences for the expenditure and the revenues which are borne by or benefit the port administrations, other public authorities or the private sector. Through taxation a part of these revenues is paid to the public authorities.

In the Belgian ports in general and the Port of Antwerp in particular, the macro-economic approach is followed. For this reason the maritime access to the port is the responsibility of the national government, which can also finance — within the constraints of the national budget — certain parts of the infrastructure of national interest such as quaywalls, dredging of new docks, etc.

These remarks should be kept in mind when the subsequent plans for port extension in Antwerp are considered.

When studying the development of the Port of Antwerp we can in this perspective distinguish three phases:

- the **Marshall Plan** and the reconstruction in the years 1945-1955;
- the **indicative planning** in the years 1956-1967; and
- the **strategic planning** in the seventies and eighties.

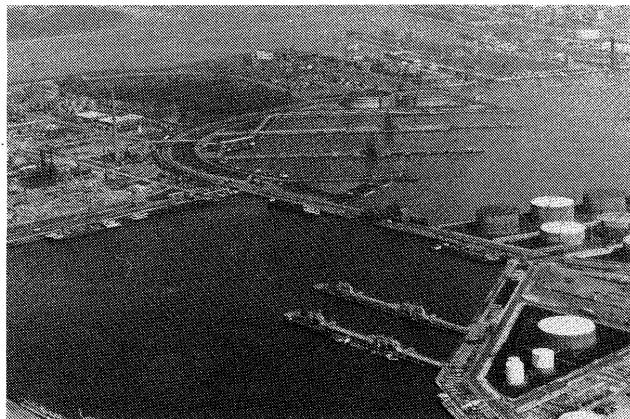
The Marshall Plan and the reconstruction after the Second World War

Antwerp was liberated in 1944 rather by surprise and the port fell largely undamaged into allied hands. In this way the port was rapidly able to redevelop considerable activity shortly after liberation.

The efforts to alleviate the war damage were accompanied by serious attempts to improve and renovate the former equipment of the port.

The two peaks in the post-war reconstruction period were undoubtedly the construction of the oil port (the present-day Marshall dock, as it was financed under the Marshall Plan) and the construction of the Boudewijn sealock.

The new oil port was specially excavated with a view to the construction of large-scale refineries and petrochemical plants. This gave a strong stimulus not only to the rapidly increasing oil traffic but also to industrialisation, which gradually became a major new function of the port. This was clearly an essential element in the Government plan for



The Marshall dock with oil refineries was built in the framework of the Marshall Plan for the reconstruction of Western Europe.

the economic reconstruction of the country.

A new element for those days was also the dynamism of the private sector. Whereas before the Second World War all cranes and sheds belonged to the municipal port authority which leased those installations to shipping agents, the new policy became gradually to lease berths to cargo-handling firms which built their own general or specialised terminals. They could equip them with cranes and sheds purchased and operated by the company itself according to its own concept. In this way the financial involvement of the authority was relieved and the risk of the new investment was also left to the private sector.

By this method the war wounds in the port had been healed by the beginning of the fifties, and with the rapidly increasing oil traffic — a major postwar change — a new dimension was added to the national and local economy. However, there was no excessive optimism in port circles.

This was not only the consequence of the unrest which continued to exist as a result of the continuation of the cold war, but also because of the increasing competition which was now being experienced from neighbouring ports which had been severely damaged by war but which were by then being progressively rebuilt on an extremely modern basis.

The indicative planning

The Marshall Plan was for several European countries their first experience — and a stimulating one — of national economic planning. Gradually it became a major element in the promotion of economic development. Famous names such as Jan Tinbergen (who later received the Nobel Prize for economics) in the Netherlands or François Perroux, Jean Monnet (who later became one of the founding fathers of the European Common Market) and Pierre Massé in France developed national plans that were to give indications to the private sector as to where the economy should be heading, which were the major aims to be attained and the means to be used and how it could be done in a co-ordinated way (4, 5, 6).

These plans were supposed to be binding for the public sector and a help for the private sector, which was expected to base its growth perspectives and investments on the indications given by the Government.

In this atmosphere the Belgian Government approved unanimously on June 28, 1956 a ten year plan for the extension and modernisation of the Port of Antwerp. It was truly a large scale undertaking by any standard: the capacity of the port was practically doubled by it.



The Canaldock which is the backbone of the Ten-Year Extension Plan of the port and which led to a rapid industrialisation of Antwerp.

The planned investments were initially estimated at 4.2 billion Belgian francs, 3.5 billion of which were for the account of the State and 700 million for the account of the municipal authorities, which also had to pay for the expropriation of the land.

Taking into consideration both inflation and the further development works which were later added but which had not been planned initially, the sums actually invested may be estimated at approximately twice that amount.

Notwithstanding all the optimism which prevailed after the publication of the law of July 5, 1956, it was striking that a number of specialists warned that in the course of the history of Antwerp plans for port development had in most cases only been started after and not before traffic had increased and that events had generally demonstrated that even the greatest plans turned out to be too small after they had been executed. The facts were later to prove the correctness of this point of view. During the execution of the ten year plan new piers and docks were added mainly to help industries which were rapidly settling in the new port areas.

The golden sixties were indeed the decade during which American **industries** (oil refining with, e.g., Esso, chemical groups such as Union Carbide, Monsanto, Phillips Petroleum, U.S.I., Amoco, etc., and automotive companies such as General Motors and Ford) flooded into the European Common Market, while at the same time major German groups looked for a waterfront location when changing over from carbochemicals to petrochemicals (Bayer, BASF, Degussa, Henkel, Haltermann). Canadian, British and French industries too set up production units in the port.

At the right time, owing to the ten year plan, ample industrial land became available near to the docks and as a consequence optimal use could be made of the opportunities which presented themselves.

In about ten years Antwerp became a pole of industrial growth with a bit of a Texas touch. Some 3,000 ha or 7,500 acres of land were put at the disposal of industry, which soon employed some 30,000 people.

During the ten year plan the water surface of the docks

grew from 462 ha to 1,282 ha and the total surface area of the docks increased from 5,340 ha to more than 10,000 ha while the quay and embankment length grew from 56 to 80 km.

Maritime cargo traffic increased
from 23,579,000 tons in 1938
to 28,183,000 tons in 1953
and 46,000,000 tons in 1963
up to 72,296,000 tons in 1973.

The development of traffic was so large and the demand for sites besides the new docks so fast that even before the completion of the ten year plan the seventh harbour dock had to be built. This dock, the Churchill dock, was inaugurated by Queen Elisabeth in 1967 on the occasion of an official state visit to Antwerp, i.e. at the very time that **containerisation** was being introduced into cargo-handling and shipping, and large sites were necessary for the construction of terminals adapted to this new technique. The total quay length of the new dock was 5.5 km, and on the southern side 175 ha or some 336 acres of land was made available for container handling. This meant that behind a 250 m long berth for one container vessel some 10 ha or 25 acres of land could be operated. Furthermore, large areas for container storage, leasing and repair or for the stuffing and stripping of containers could be prepared. The expansion of container traffic was so strong that after a few years the construction of another harbour dock (which was to become the Delwaide dock) had become necessary.

In a word it could be said that the ten year plan had become a complete success. It was well timed, it coincided with an industrial explosion at the waterfronts in Western Europe and with a new technique introduced into cargo handling.

With Shakespeare we could say
*There is a tide in the affairs of men
which taken at the flood leads on to fortune
omitted, all the voyage of their lives
is bound in shallows and in miseries.
On such a sea are we now afloat ...*

The period of strategic planning

In the seventies (oil crisis) and eighties (world recession) the sea became much rougher and new policies had to be studied.

As was confirmed by a recent study by Coopers and Lybrand 250 chief executive officers of major U.S. companies reported that their number one problem is to find "a winning marketing strategy". This is not surprising considering such factors as the following:

- slow-down of economic growth
- mature and fragmented markets
- intense global competition and price-cutting
- rapidly changing technologies.

The "1960's marketing" with its emphasis on mass production and mass distribution and the "1970's marketing" with its emphasis on market segmentation, product proliferation, global market coverage and competitor-centered planning do not provide the complete answer today. Companies and ports need to rethink their strategies, as is very well explained by Dr. Kotler in his book "Marketing management, analysis, planning and control".

"We view strategic marketing as a process of analysing opportunities, choosing objectives, developing strategy, formulating plans and carrying out implementation and control", he says.

McKinsey described strategic planning as "an integrated set of actions aimed at securing a sustainable advantage over competitors".

Using the Porter Model (see M.E. Porter "Competitive strategy: techniques for analysing industries and competition"), we could explain the strategic planning process as follows:

- a. Strategic planning is a discipline employed by managements of modern enterprises as a surrogate for clairvoyance, entrepreneurial genius and absolute operational authority.
- b. it consists of:
 1. rigorous analysis of the environmental, competitive and business situations;
 2. the determination of business aims;
 3. the consideration of and selection from alternative courses of action;
 4. the detailing of implementation programs;
 5. the allocation of business resources; and
 6. the anticipation of changed conditions and the assumption of error.

Adapted to the port scene this means that first of all we have to clarify our management objectives, as has been explained in the first chapter of this paper.

In the second phase the formulation of our strategy requires a SWOT approach.

We should know which are

- our strengths;
- our weaknesses;
- our opportunities; and
- our threats.

Applied to the Port of Antwerp, we could simplify this study by saying that:

- our **strength** lies in our high cargo-handling productivity and the availability of space;
- our **weakness** lies in the fact that the national flag is small and does not play an important role in consortia and conferences;
- our **opportunity** lies in the growing European Common Market where we can exploit our ideal geographical position; and
- our **threat** is the closeness of so many competing European ports which also do not want to rest on their laurels.

We can detail this SWOT analysis with regard to a great number of political (local, national and European) economic (relocation of economic activity within Europe and on a world level) social (fewer but highly trained dockers), and technical (new cargo-handling techniques, 4th generation container vessels) and environmental aspects (air, water pollution, noise, road traffic, etc.) of port operation.

We should not only concentrate on our strengths but also consider the three other elements of our SWOT approach in order to formulate a global strategy.

After having done this homework we could think of the way we should tackle some of the major challenges we see for the future, i.e.

- the development of traffic;
- the increase in size of vessels;
- the specialisation in cargo-handling;
- the growing containerisation;
- physical distribution and logistics;
- the settlement of industries in the port area; and
- the influence of the European Common Market.

There are of course many other aspects which should be considered but it is not possible to deal with them in the

framework of a short paper.

I. The development of traffic

Following the end of the Second World War:

- Bretton Woods gave us stable exchange rates.
- As a consequence, GATT made possible worldwide free trade, which had been previously unknown.
- Nuclear energy and newly found oil wells in the Middle East meant unlimited and cheaper energy resources.
- The reconstruction of Europe was soon followed by the founding in 1958 of the European Common Market.
- International maritime traffic doubled nearly every decade.

As a consequence traffic increased in all the European ports to levels which were hardly considered possible before the War.

Port of Antwerp

Ship traffic

Year	Number of vessels	Tonnage in BNT or GRT
1938	11,762	24,144,705 BNT
1953	13,010	30,460,332 BNT
1963	17,856	52,276,067 BNT
1983	16,214	108,091,764
1984	16,802	116,829,141
1985	16,420	119,631,146
1986	16,446	126,982,286
1987	16,046	130,187,199

Cargo turnover

Year	unit: 1,000 tons
1938	23,579
1953	28,183
1963	46,600
1973	72,296
1983	80,322
1984	90,338
1985	86,246
1986	90,200
1987	91,100

Can we expect this trend to continue?

We should take into account the fact that the energy situation has changed quite a bit — the refineries in Amsterdam, Ghent, Feluy and many other places in Western Europe have been closed. As a consequence we may expect less crude oil in our ports.

I still belong to the generation which thought that the peaceful use of nuclear energy was a major breakthrough for mankind. In the Netherlands, or Sweden, and even the U.S.A., some people nowadays do not seem to like this technical achievement anymore. This might influence the import of overseas coal to a certain extent.

Heavy steel mills in the U.S.A. as well as in Western Europe have suffered quite a bit and some of them have been closed or their capacity was lowered. The United States has imposed painful quotas on the import of European steel, which influences trade in our ports. All this does not sound bright for iron ore imports.

The Common Market has given priority to its agricultural policy, leading to increased (over-) production of grain, milk, butter, meat, etc. which has become untenable. As a consequence the future does not sound bright for the

import of grain and/or grain substitutes.

For all of these reasons we should in my opinion not expect a rosy future for the import of dry or liquid bulk traffics.

On the other hand, it is a fact that most people on earth wish to attain a European standard of living in the same way we in our youth dreamt of an American way of life. This means that they will have to increase their industrial production, their exports of semi-manufactured and finished products and that they will have to participate more in world commerce as far as both imports and exports are concerned.

The European national products having increased and the European standard of living having reached an exceptionally high level,

- we consume more fresh products, we import more fruit and other perishables;
- we read more papers and produce more reports, i.e. we need more forest products, paper and paper pulp even in our paperless society;
- we cannot live anymore without hi-fi equipment, video and other apparatus from newly developed Asiatic countries; and
- we import more semi-manufactured products, i.e. raw materials which have undergone their first processing on the spot where they are produced, found or mined, i.e.
 - more sawn timber and less logs;
 - more phosphoric acid and fewer raw phosphates;
 - more blooms, billets and slabs and less iron ore; and
 - more basic chemicals and less crude oil.

This trend does mean that world trade should normally continue to increase, mainly in semi-manufactured and finished products but not in the bulk trades. As a port this means that further rapid increases of total cargo turnover should not be expected, which might have an influence upon our receipt of port dues.

Conclusion on the strategy to be followed:

The capacity for the transshipment of crude oil, iron ore and grain should not be increased but the strategy should be to increase the capacity for handling semi-manufactured and finished products.

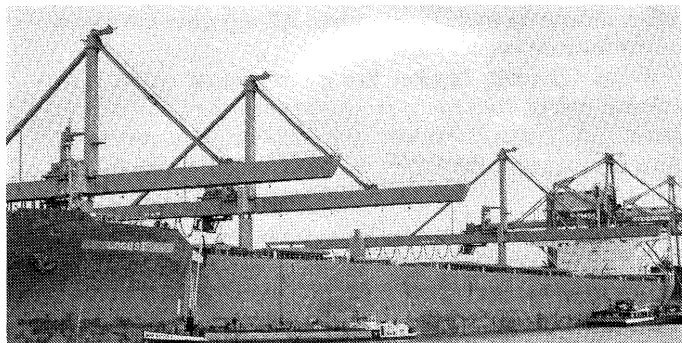
II. The increase in size of vessels calling at the port

Whenever homogeneous cargo flows become available there is a clear tendency for shipowners to use bigger ships. This trend started in the bulk trades but gradually can be found in most other traffics. This can be illustrated by the average ship size, which has increased in the Port of Antwerp over recent years.

Average ship size in tons

Port of Antwerp	Average tonnage (in GRT)
1983	6,722
1984	6,953
1985	7,285
1986	7,721
1987	8,114

Cape-size vessels are increasingly used in the transport of coal.



Draught of vessels calling at Antwerp (with more than 11 metres)

Draught	1978	1980	1982	1984	1985	1986
11.0 m — 11.5 m	59	66	81	64	66	75
11.5 m — 12.0 m	73	106	87	71	54	84
12.0 m — 12.5 m	100	100	93	61	61	90
12.5 m — 13.0 m	72	74	44	36	39	50
13.0 m — 13.5 m	23	55	42	37	43	25
13.5 m — 14.0 m	1	5	30	52	48	46
14.0 m — 14.5 m	—	3	18	42	31	44
14.5 m — 15.0 m	—	—	3	6	12	15

Vessels of more than 40,000 dwt calling at Antwerp

40,000 to 50,000 dwt	201	221	326
50,000 to 60,000 dwt	262	270	207
60,000 to 70,000 dwt	177	219	171
70,000 to 100,000 dwt	78	117	126
+ 100,000 dwt	—	105	112

It can normally be expected that this trend will continue to grow. In the dry bulk trade cape size vessels will increasingly be used. Handy sized bulk carriers are quite popular in neo-bulk trades such as iron and steel, forest products, etc.

Car carriers bring 6,000 medium sized cars and container vessels are already in their fourth generation.

Conclusion on the strategy to be followed:

Full priority should be given to the improvement of maritime access to the port. This includes river improvement works in order to allow vessels with a draught of 50' to call at Antwerp on one tide and vessels with a draught of 52' to reach Antwerp on two tides. Furthermore, vessels with a draught of 38' should be able to reach Antwerp even at low water on a neap tide without waiting.

A new sealock which is being built should come into operation in the near future (September 1988). This lock, which will be the biggest lock in the world, will be able to take vessels of 250,000 dwt, but should also increase the total locking capacity in the port by some 50%. Whereas previously vessels used to sail up the river at random there is now a clear trend towards peak traffic early in the morning for entering the port and late in the afternoon for leaving the port.

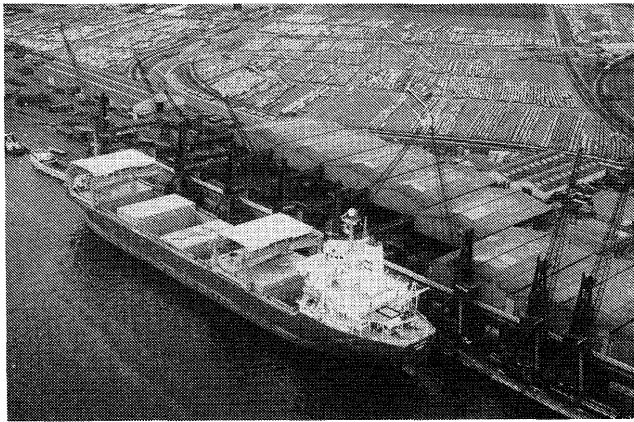
The increased locking capacity should be able to cope with these peaks so that no waiting times will be required for general cargo and containerships.

A V.T.S. system has become operational and a new radar system is being installed.

III. Specialisation in cargo-handling

Whenever full shipload lots become available there is an increasing trend towards the use of specialised vessels at a specialised terminal in the framework of an overall logistics system. This has been true for bulk trades for many decades but is now increasingly being introduced into what used to be previously breakbulk general cargo but is now specialised traffic. We could mention in this respect forest products such as sawn timber, paperpulp and paper, iron and steel, both imported and exported, fertilizers and chemicals, perishables such as fruit as well as other foodstuffs such as sugar and the import as well as the export of cars.

Gradually throughout the port we find specialised facilities which have in common the fact that they need very high investments, that they guarantee very high productivity, that they require a lot of space but that they can operate with fewer dockers than was previously the case.



Specialised installations for the handling of iron and steel and motorcars.

Conclusion on the strategy to be followed:

New berths should be made available with extensive space behind the quaywall and with good road connections.

Former breakbulk facilities can only partially be transformed, and increasingly new facilities have to be built. This is the case in the new port development on the left bank of the river Scheldt. Here a new port with a total surface of 6,600 ha or about 15,000 acres has been planned. About half of the area will become available for transshipment facilities the other half for the establishment of industries.

IV. The growing impact of containerization

For various reasons, which are very well known to our port experts, containerization has made rapid inroads in all major European ports.

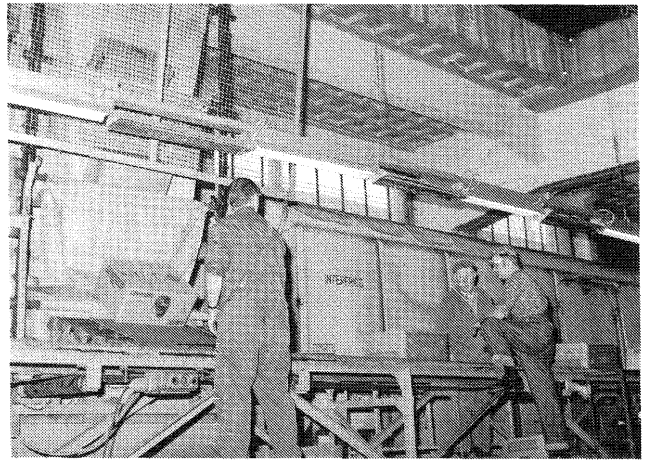
This has also been the case in Antwerp, where the following evolution has taken place:

Container traffic in the Port of Antwerp

Year	TEU	Tons
1980	724,247	6,125,967
1981	794,611	7,121,852
1982	846,029	7,216,984
1983	1,025,517	8,791,473
1984	1,247,533	10,178,499
1985	1,243,009	10,921,320
1986	1,313,155	11,632,905
1987	1,437,193	13,466,345

Although the development of containerisation has up to now been very rapid and the increase in 1987 reached 16%, we are convinced that a further growth can still be expected for several reasons:

- Containers take only 1/3rd of the total general cargo traffic in the Port of Antwerp. We expect that the 1/3rd which is not yet containerised will in the future become so.
- Whereas in the beginning containerisation was concentrated in a few major ports, we find that gradually the pre-eminence of one port per continent is losing ground and that on the east as well as on the west coast of the United States containerisation has increased rapidly in a great number of ports besides New York, which was for many years the leader in the field.
- Containerisation is growing rapidly in many developing countries of Africa and South America.
- The competitive position of the Port of Antwerp in container traffic has improved considerably.



The impact of fruit at specialised terminals increased 20% in 1987 to reach now more than 1 million tons.



In the traditional break-bulk traffics pallets are increasingly being used.

At the beginning of the container revolution shipowners used to call by preference at one port per continent but they find nowadays that if they want to control the whole logistic chain from factory to factory they have to take into account the inland transportation charges. Owing to the geographical location of Antwerp deep in the interior of the country and in the vicinity of the major industrial areas, inland transportation costs are lower from Antwerp than from many of the competing neighbouring ports. For this reason container traffic has been increasing more rapidly in Antwerp than in many other ports of Europe.

Conclusion on the strategy to be followed:

Although the major container terminals have been built in the Churchill and the Delwaide docks, which are known



Very soon a special dock had to be built for the handling of containers: i.e. the Delwaide dock which has a quay length of 4.5 km. The depth of the land between the quaywall and the road behind it varies between 500 and 800 m.

worldwide for the extensive space which they have at their disposal, further container transshipment facilities have to be built. A new terminal in front of the entrance to the Berendrecht lock has been decided upon and work started on August 3, 1987. This new terminal should become operational by the end of 1989 or the beginning of 1990.

Other container transshipment facilities have to be planned to the north of the Zandvliet lock.

In this way we can easily handle even the fourth generation container vessels which are increasingly being introduced in round-the-world or transoceanic services.

V. Physical distribution and logistics

Very often specialised traffics lead to the promotion of **distribution centres** in the seaports. This was already once the case in history when in the Middle Ages there was a discontinuity between the irregular arrival of sailing vessels and the regular sales to the markets. As a consequence warehouses were built which can still be found in the older parts of Antwerp and Amsterdam, as well as in London and Hamburg. Nowadays there is a typical discontinuity whereby big vessels unload basic cargoes in a cheap way but these cargoes have to be stored until the moment the consumers need them. Thus we find in the Port of Antwerp distribution centres set up by major American chemical groups such as Union Carbide, Monsanto or DuPont de Nemours or Japanese giants such as Pioneer.

In a general cargo port such as Antwerp, where forwarders have always played a very important role, the physical distribution function has always existed and we believe that in the European Common Market of 1992 this distribution function will play an increasing role. In this respect Antwerp has in its favour the following points:

- We have space in our port, which is not the case in many other European port centres, and many real estate or forwarding or cargo-handling firms are willing to invest in new facilities.
- Antwerp now already has warehousing facilities with a surface area of some 3.5 million sq.m., which is double the warehousing capacity which can be found in any other European port.
- Antwerp has a very flexible customs system and we will insist on keeping this flexible customs system when the new Common Market rules are introduced.
- Perhaps the most important reason which favours Antwerp is its central location. I realise, though, that all ports are proud of what they call their good geographical location.

For Antwerp we have a very fine study which was made by the "Deutsches Institut für Wirtschaftsforschung" at the

Physical distribution and warehousing are space intensive. Some 3,000 m² of covered warehouse space is available and new facilities are being built.



The Delwaidedock is reaching its full capacity.



A new container terminal is being built outside of the seaports along the River Scheldt. Work started in August 1987 and the first containers should be handled there at the end of 1989. (situation of the works on March 1, 1988).

request of the City of Bremen. The following centralization indices were found for rail, road and inland navigation.

Port	Centrality index	Comparison with Antwerp (%)
1. Antwerp	284.90	100
2. Rotterdam	264.69	93
3. Amsterdam	263.19	92
4. Zeebrugge	225.50	79
5. Dunkirk	223.57	78
6. Rouen	204.30	72
7. Bremerhaven	195.81	69
8. Eemshaven/Delfzijl	186.23	65
9. Brunsbüttel	185.03	65
10. Emden	183.44	64
11. Le Havre	157.56	55
12. Hamburg	138.40	49
13. Wilhelmshaven	119.71	42

When the centralization index is calculated only for rail and road transport, then the position of Antwerp is even better.

Port	Centrality index	Comparison with Antwerp (%)
1. Antwerp	172.19	100
2. Rotterdam	147.10	
3. Amsterdam	145.45	83
4. Dunkirk	125.81	73
5. Zeebrugge	124.20	72

6.	Rouen	122.49	71
7.	Bremerhaven	108.51	63
8.	Brunsbüttel	108.22	63
9.	Emden	97.63	57
10.	Eemshaven/Delfzijl	95.19	55
11.	Wilhelmshaven	93.22	54
12.	Le Havre	91.74	53
13.	Hamburg	90.32	52

Conclusion on the strategy to be followed:

Further areas should be developed for physical distribution and warehousing zones. These could be established in the second zone behind the transshipment facilities in or in the neighbourhood of the port. New areas are being made available. Roads and rail connections are being built on the left bank as well as on the right bank of the river.

VI. Settlement of industries in port areas

In Europe major industrial areas can be found in the neighborhood of places where deposits of raw materials were mined. According to the Weber theory, heavy industry should be placed near these mines, above all when they use substantial quantities of raw materials which lose weight during processing. This has certainly been the case for coal, and for this reason the major industrial areas of Western Europe used to be in the Ruhr as well as along the Rhine river in Germany, in the north and east of France, in the Liège and the Hainaut region in Belgium, etc.

After the Second World War industry decided to settle in port areas which had become the places where raw materials could be found.

In the Port of Antwerp we now have some 3,500 ha or some 8,500 acres of land which have been allocated to industry. This industry is providing some 30,000 new jobs.

We find that there are many divergent trends.

It cannot be denied that there is a clear trend towards processing raw materials at the spot where they are found or mined or harvested — mostly in developing countries or young industrial nations. Logs become sawn timber or even plywood, oil and gas become ammonia or urea or ethylene and polyethylene. Iron ore is shipped in pellets or as slabs, blooms and billets.

It is this basic trend which is leading to more semi-manufactured and finished products being shipped in world trade.

On the other hand, when semi-manufactured products are imported into Western Europe, there is a trend towards processing them into finished products at port sites to be sold on the market.

Within the framework of the European Common Market we find that many industrial concerns from overseas want to set up production within that growing Common Market. As a consequence over the last three months a major Norwegian company Statoil, a major Finnish company Neste and a major American company Applied Industrial Materials have announced that they would take up several hundreds of ha of new industrial sites in the port area where they plan to invest some 38 billion Belgian francs for new facilities for ethylene and propylene, etc.

Conclusion on the strategy to be followed:

New industrial areas have to be provided in order to be able to attract new industries. When attracting new industries great attention should be given to environmental aspects. In the Port of Antwerp these new areas for the

establishment of industries have been earmarked for the new port extension area on the left bank.

VII. Influence of the European Common Market

The biggest change in the structure of the Port of Antwerp is the increasing importance of transit traffic to neighbouring countries. Whereas Antwerp used to be in the first place a Belgium/Luxemburg port where up to 1970 only 19% of the cargo turnover was international transit traffic, we are now in a situation where in general cargo and container traffics 2/3rd of the cargo turnover is international transit traffic to neighbouring countries.

Transit traffic in the port of Antwerp (in 1,000 tons)

	1953	1963	1973	1983	1984	1985	1986
West Germany	2,606	3,341	9,052	10,316	12,444	12,441	13,913
France	2,696	3,319	5,347	6,684	8,300	8,106	9,387
Netherlands	408	751	1,713	2,953	2,851	3,212	3,253
Great Britain	365	872	1,513	3,953	3,828	4,342	4,226
Switzerland	840	404	632	1,695	1,808	1,640	2,101
Italy	291	313	392	639	767	439	857

These figures are of great importance when we think of Europe in 1992 when borders will have disappeared and the whole Common Market will be one internal market. As in the United States, we shall then find many companies which operate from coast to coast, which in Europe means from the Atlantic to the Baltic and to the Mediterranean.

When this has become the case we may expect that port's good geographical location to play an increased role.

Conclusion on the strategy to be followed:

Taking into account the increased importance of the international hinterland in the Port of Antwerp we have to fight in the Common Market in order to obtain the complete abolition of borders so that international transit traffic can proceed without hindrance from one country to another.

This is a question of customs and it is also a problem of driving licences. It also means that a European railroad policy should gradually be introduced. We should make full use of the freedom which exists for Rhine shipping navigation. We should also give great attention to the highways which link the Port of Antwerp and its international hinterland.

General Conclusion

Strategic thinking will gain ground in most ports of the world.

We should define what we want to achieve and which means we should have at our disposal. How are we going to implement the strategy which we have defined? The SWOT approach can be very helpful in this matter.

Experience shows that **space** remains the most important commodity which a port should have: space for new terminals, space for physical distribution facilities and space for the establishment of industries.

The second aspect is that even when we want to specialise we should **stay flexible** and be able to react very rapidly.

Last but not least, we should **stay close to our customers**.

This was the advice which was given in the magazine Fortune of February 29, 1988 where the following statements on corporate strategy for the 1990s were made: "The impression was given that an era in American capitalism is drawing to a close i.e. the era of global competition, de-

(Continued on Page 49, Col. 1)

International Maritime Information

WORLD PORT NEWS

AAPMA Conference in Melbourne in October

The Association of Australian Port and Marine Authorities (AAPMA) will be holding its 31st Biennial Conference in Melbourne, 3-6 October 1988. The host authority will be the Port of Melbourne Authority.

The AAPMA extends to IAPH members a cordial invitation to participate in the Conference. The registration fee is Australian \$480.00 for each delegate. Partners of delegates are most welcome and a social program is being arranged. An additional fee of \$100.00 is payable for accompanying partners. Copies of the draft programme and venue brochure are enclosed.

IAPH members who are interested in participating are requested to contact,

Mr. P.M. Brown
Executive Director,
AAPMA, GPO Box 32,
SYDNEY, AUSTRALIA 2001.
Telephone: 27 7581
Telex: AA24944.

Navigation Congress: Preparations Underway

Surrounded by the sea, Japan has put great effort into the development of maritime transportation, in the desire to foster well-balanced national growth. At the dawn of the 21st century, Japanese society is becoming more internationalized, information-oriented and urbanized than ever before. The trend of the times requires ports and harbors of increased flexibility in actively fulfilling the needs of society. Indeed, Japan has been establishing port development policies which will ensure that ports and harbors have an active part in leading such changes.

The 27th International Navigation Congress of PIANC will provide an unrivaled forum for discussing the results of worldwide research into current

problems; the technical visits planned for the program as well will enhance technical exchange among participants. Furthermore, the Congress will be the first held in Asia; an unprecedented number of participants from Asian countries are therefore expected.

In earnest hope for your active participation, we look forward to seeing you in Osaka.

Outline of the 27th International Navigation Congress

1. Period: May 20 (Sun.) — May 26 (Sat.), 1990
2. Venues: Royal Hotel (main venue); also used will be Hotel New Otani Osaka, Miyako Hotel Osaka, and International House, Osaka
3. The Congress will be held under the Auspices of: Permanent International Association of Navigation Congresses Japan Organizing Committee for the 27th Congress of PIANC, and Under the Sponsorship of: Ministry of Transport Fisheries Agency, Ministry of Agriculture, Forestry and Fisheries City of Osaka Japan Section of PIANC
4. Attendance Expected: 500 participants each from overseas and Japan (1,000 total) are expected, including engineers and officials involved with inland and maritime waterways, ports and harbors, fisheries, and coastal areas.
5. Qualification for Attendance: PIANC members, non-members and accompanying persons
6. Congress Fees: Congress fees will differ for PIANC members, non-members and accompanying persons. Specifics will be decided by April, 1989.
7. Languages: English, French and Japanese Simultaneous interpretation will be available.
8. Accommodations: A wide selection of hotels in Osaka to satisfy participant needs will be

introduced in Circular to be issued in June 1989.

The Americas

Mrs. Liburdi Appointed NY&NJ Port Director

The appointment of Mrs. Lillian C. Liburdi, Director of Management and Budget of The Port Authority of New York and New Jersey as Director of the Authority's Port Department was announced by Mr. Stephen Berger, Executive Director of the bi-state agency.

Mrs. Liburdi, a resident of Cedar Grove, New Jersey, succeeds Mr. James J. Kirk, who is retiring in June. Mrs. Lillian Liburdi has served as the Director of the Management and Budget Department since 1984. During 1987, she also served as Acting Chief Financial Officer.

In announcing Mrs. Liburdi's appointment as Port Director, Mr. Berger said, "The New York-New Jersey port is in the midst of what will undoubtedly prove to be one of the most challenging periods in its long history.

"The volatility of the oceanborne cargo industry and the intense competition we face from other ports mean that we will have to continue to respond creatively and aggressively if we are to maintain our position as the nation's leading center of international trade and transportation."

"During his three years as Director of our Port Department, Jim Kirk performed an outstanding job in formulating a forward-looking business strategy, planning and executing a complex capital program, and building new partnerships with the maritime industries and with labor," Mr. Berger noted. "It will be tough to match his record; but if anyone can do it, I think Lillian can."

Mr. Prevratil Executive Director at Long Beach

The Long Beach Board of Harbor Commissioners has appointed Mr. Joseph F. Prevratil to the position of Executive Director of the Port of Long Beach, it was announced recently by Board President David L. Hauser.

Currently President of Wrather Port Properties, Ltd., Mr. Prevratil is widely credited with having turned the Queen Mary and Spruce Goose complex into one of Southern California's top attractions.

Mr. Prevratil, 50, joined Wrather as Vice President of Operations in 1982, was promoted to Vice President-General Manager in 1983 and then to President in 1984. With extensive executive experience in the business world, Mr. Prevratil is one of the most re-



Mr. Prevratil

spected figures in Long Beach. He is Chairman of the Long Beach Area Chamber of Commerce and is past Chairman of the Downtown Long Beach Associates and the Long Beach Area Visitors and Convention Council.

At the news conference announcing his selection, Mr. Prevratil noted that a port director should not only have business knowledge, leadership qualities and the skills needed to sell the

Port, but also what he considers his major strength, "the ability to motivate people to accomplish objectives."

Harbor Commission President David L. Hauser confirmed that the Board chose Mr. Prevratil for the post because of his strong management capabilities. "It has never been more important than now to have a topflight chief executive to lead the Port into the 21st Century," Mr. Hauser said. "Joe's knowledge of the harbor area and community made him the ideal candidate. We are fortunate to get him."

Mr. McJunkin Honored For World Trade Service

Mr. James H. McJunkin, who was Executive Director of the Port of Long Beach for over ten years before being named its International Trade and

Stay Close to—

(Continued from Page 47)

regulation, accelerating technical change and the threat of takeover".

Arrayed against the increasingly questionable advantages of being big are the disadvantages, more apparent every day as the hungry market for corporate control bites into waste and inefficiency at still another large company. In looking at disabilities, the experts have gone beyond the easy stuff — too many layers of management, for example — to begin studying what some trendy types call the cost of complexity. How much does it cost, in terms of sacrificed efficiency, to make seven products rather than three?

The experts' preliminary conclusion: "At many large companies the cost of complexity outweighs the savings from size".

The conclusion is in *Fortune*: "To innovate successfully you have to stay close to the customer. And it helps enormously if you can move faster than the competition."

This statement may not only be true for American companies but also for the European ports in the 1990s.

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IAPH European—

(Continued from Page 39)

of "local" topics. Matters which come to mind in this regard include:

Port implications of Resolutions of the Ministerial Conferences on Protection of the North Sea; The European Community's "Open Frontier" policy for 1992.

Whether or not there is a will to act in this way is for European port managements to judge. If the will exists no difficulties are foreseen in providing a forum within which discussions can take place.

Concluding Remarks

The period since the Seoul Conference has been eventful, stimulating and informative. It is hoped that a firm base for European representational activity has been laid. There is confidence that, with continued cooperation from all parties concerned, IAPH's stature and credibility as a leading international maritime organisation will be sustained and, as the opportunity arises, enhanced.

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Mr. McJunkin

Plaque award selection was announced at a Foreign Trade Association luncheon highlighting the 62nd observance of the annual event in Southern California.

During his quarter century with the Port of Long Beach, Mr. McJunkin has traveled more than two million miles promoting not only his harbour

and its facilities but marketing American products and markets overseas.

Mr. McJunkin currently is a second-time President of CAPA, the California Association of Port Authorities, Vice Chairman of AAPA, the American Association of Port Authorities, and First Vice President of IAPH, the International Association of Ports and Harbors.

Africa/Europe

Le Havre Transhipment Port for Spain, Portugal

Many owners are now using Le Havre as a transhipment centre for their Spanish and Portuguese traffics, with several feeder companies stepping up sailings between the Peninsula and Le Havre at the special request of such major ocean lines as CGM and its partners (ACL, US Gulf service, PEX), GCL, DART, OOCL, Canada Maritime, POL, MSC, P & OCL, Nedlloyd Incotrans, etc.

The choice of Le Havre is of ad-

vantage to all concerned, as it cuts distances and shortens the time at sea. Transit time, for example, between Bilbao and the U.S. East Coast, via Le Havre, is 11 days (13 days from Lisbon), which was just not possible previously, via Rotterdam or Antwerp.

Le Havre is making full use of its excellent geographical location and is growing fast in importance as a transshipment port.

(Port of Le Havre Flashes)

Asia/Oceania

PMA Coordinates ESCAP Working Program

The Port of Melbourne Authority, through the Australian Association of Port & Marine Authorities (AAPMA) is currently participating in a United Nations training programme for the Economic and Social Commission for Asia and the Pacific (ESCAP).

"The Middle Management Port Fellowship course with a basic theme of 'Container Planning and Operations'

is designed not just to train the participants but also to ensure that they are totally familiar with container handling, operations, systems, and technology," Mr. Des Powell, PMA's Director Melbourne Ports said.

ESCAP received applications to participate in the course from Bangkok, Manila, Jakarta, Port Kelang, Penang, Johore, Singapore, Fiji, Kiribati, Solomon Islands and Papua New Guinea. The final selection comprises three representatives from the ASEAN region and two representatives from the South Pacific, namely:

Mr. Tule, Management Services Officer, Ports Authority Fiji;

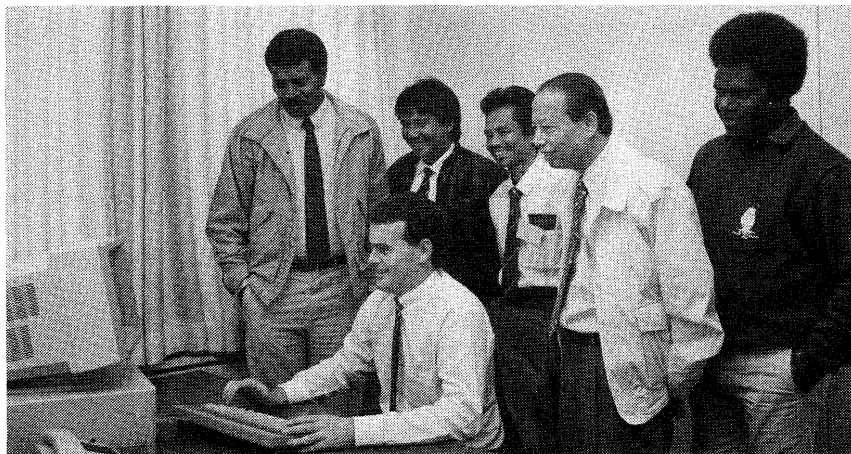
Mr. Haryono, Head of Container Movement, Port of Tanjung Priok, Indonesia;

Mr. Taruna, Asst. Port Manager (Operations), Papua New Guinea Harbors Board, Lae;

Mr. Andres, Asst. Port Operations Officer, PMU Davao, Philippines;

Mr. Sookgaree, Asst. Director, Container Division, Port Authority of Thailand.

"The PMA has co-ordinated a comprehensive working programme concerning the Fellowship theme in-



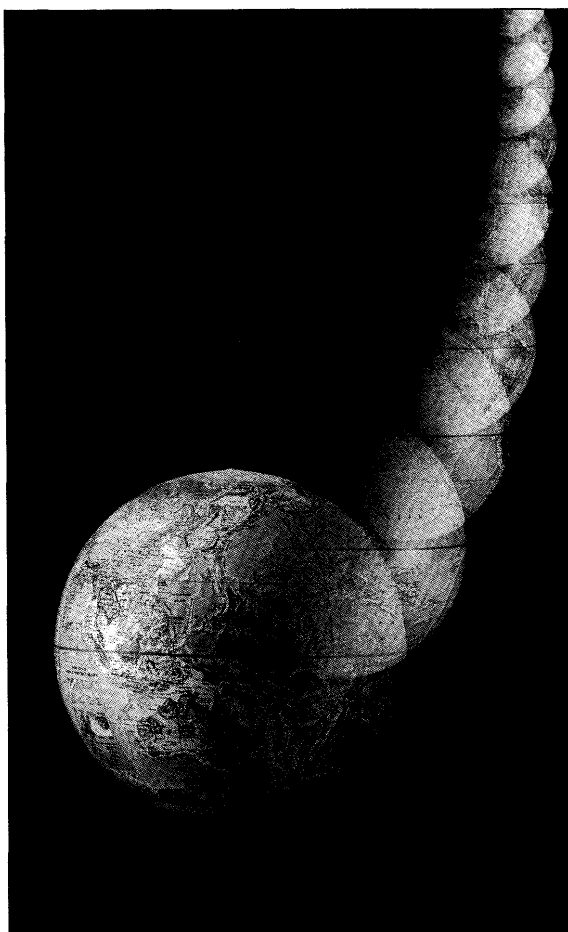
During the PMA sector of the ESCAP Middle Management Fellowship programme participants received instruction on the ESCAP Port Pricing Model from Corporate Strategy Officer Finance, Mr. Mark Griffin.

volving road/rail transportation, container depot/terminal operations, wool industry, together with visits to the ports of Geelong and Western Port," Mr. Powell said.

"The willingness by all organisations approached to participate in the training is indicative of the total transport chain's desire to assist other trading partners. We, at the Port Authority, are grateful for such involve-

ment.

"During the training period in Melbourne the participants have received an extremely comprehensive hands-on look at Victoria's total trade transport system. They have all shown a dedication to the task which should result in optimum benefit to the respective ports and future benefits to Australian companies trading with them," he said.



Around the world...

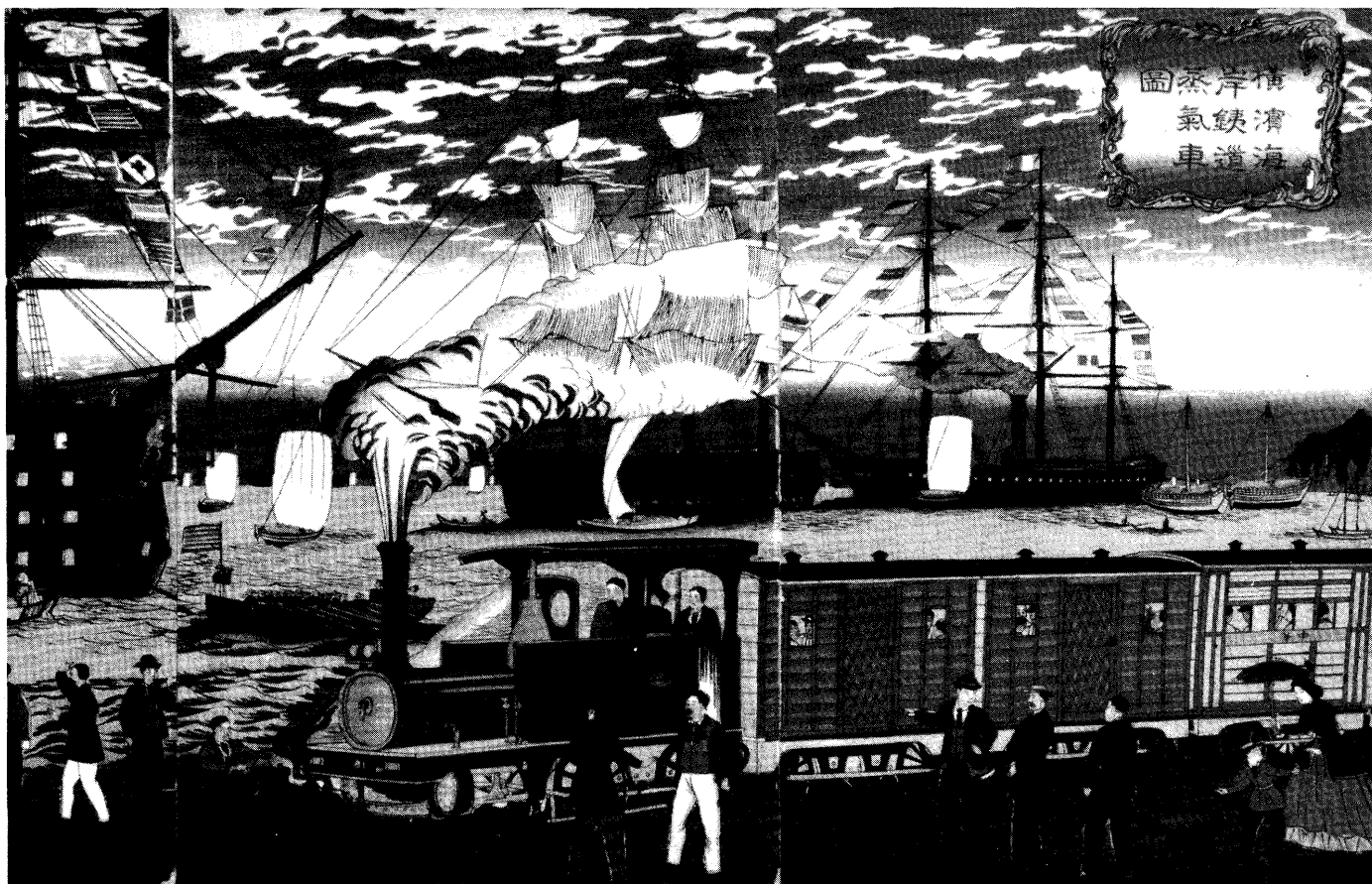
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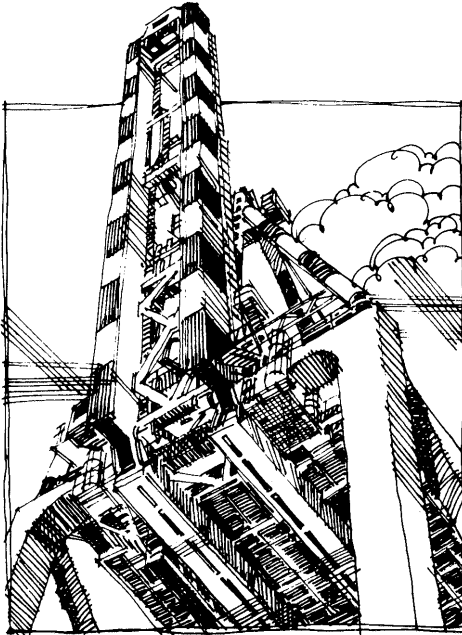
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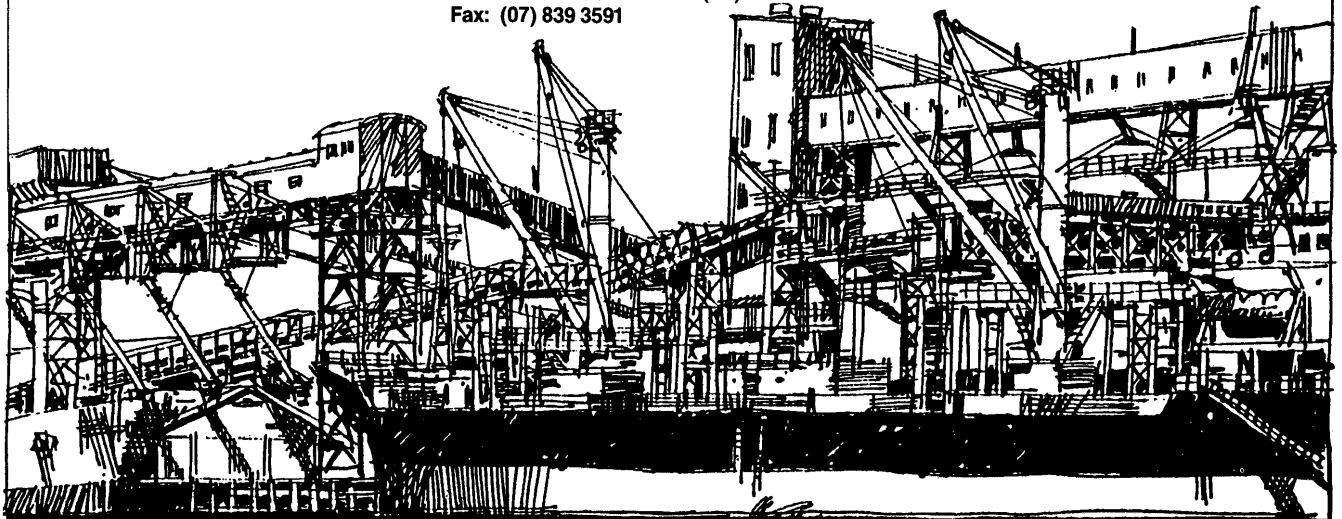
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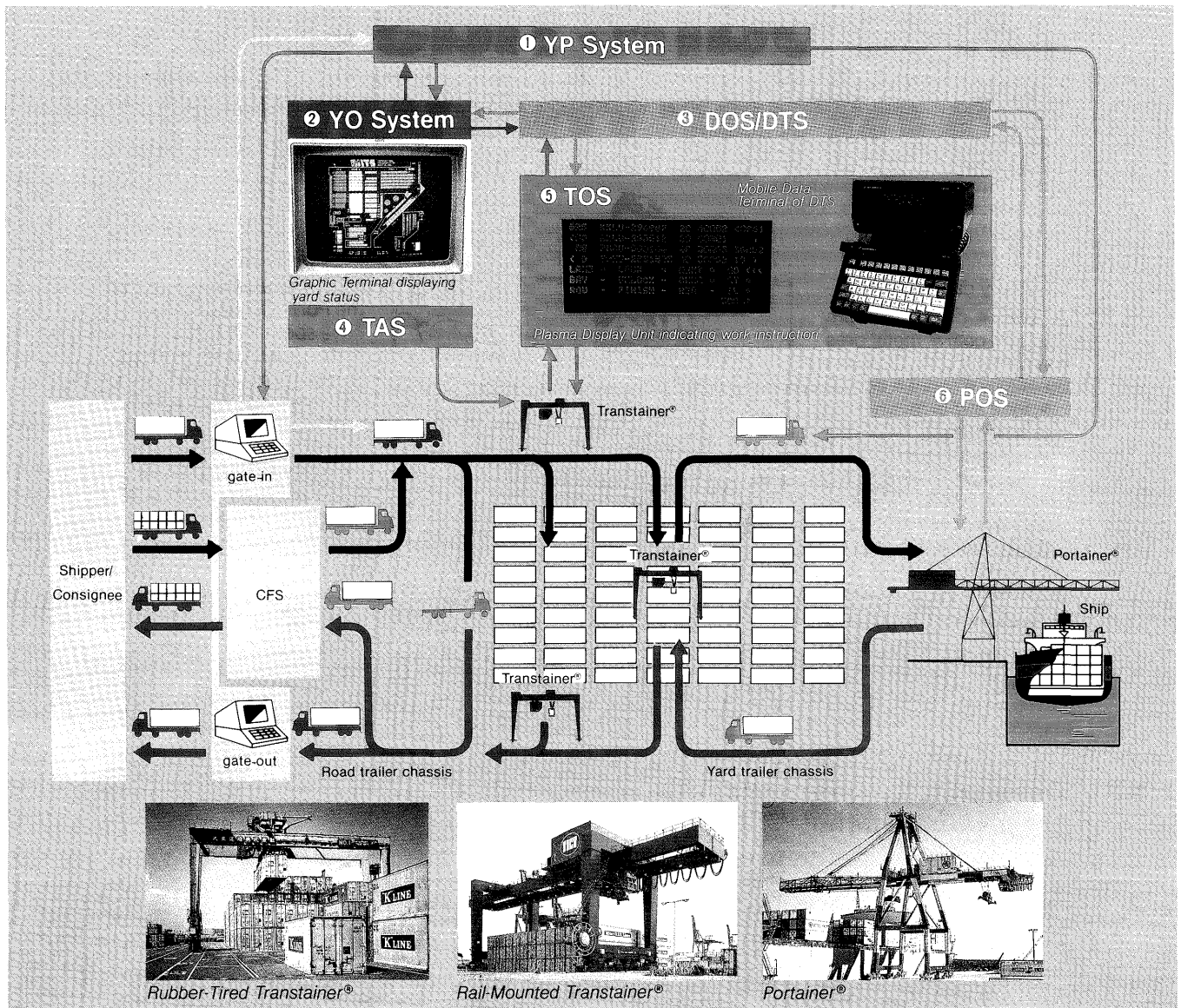
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