



Ports & Harbors

June 1997 Vol. 42 No. 5



San Diego

Port of San Diego

Regular cargoes at the 125-acre National City Marine Terminal include:



The 2,000,000th ton of soda ash was recently exported through the Port's Tenth Avenue Marine Terminal bulkloading facility.



The port of San Diego is seeking cargoes which need cold storage to maintain a year-round operation at its Cold Storage facility.

IAPH Information Technology Award : Port of Saigon Wins Gold Award

Development and the Environment - The Port Authorities' Outlook
By Dr. M-Y. Le Garrec

Present Conditions of Argentinian Ports

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Port of San Diego gateway to the region

MORE and more shippers have begun recognizing just how vital the Port of San Diego can be to a cost-effective import or export strategy. Global trading opportunities are opening up as never before. So the Port's proximity to the major distribution centers of Asia, Latin America and the South Pacific is giving the port's situation a timely new significance. And one with advantages for shippers that go beyond the geographical. More news on page 22.

Contents

IAPH ANNOUNCEMENTS & NEWS

IAPH Information Technology Award 1997: Saigon and Vancouver Win Gold and Silver	
• Board Meeting by Correspondence to vote for Agenda • President Cooper in Tokyo	3
Reports to the London Conference near Completion	4
Report by Bursary Recipient	5
New Appointments • Visitors • IADC Book on Dredging for Development	
Sent to Members	7
Membership Notes • New President of IAPH Foundation	8

OPEN FORUM

IAPH Information Technology Award 1997: Gold Award Winning Entry	9
Development and Environment: Port Authorities' Outlook	11

INTERNATIONAL MARITIME INFORMATION

WORLD PORT NEWS

SPI-NUS Port Management & Operations Programme	16
NOL Acquires APL for \$33.50 per Share	17
New Publications	18
The Americas	
Present conditions of Argentinian Ports	20
New Policing Model for Canada's 6 Major Ports • San Diego: Harborside to	
Manage Reefer Facility • Senior Management at Montreal Reshuffled	
• Long Beach Reaffirms COSCO Terminal Plan	22
Tacoma Commission OKs Hyundai Terminal Lease	24
Africa/Europe	
Amsterdam: Roofed-in Transshipment Terminal	24
Financial Statements of Port of Helsinki 1996	25
Le Havre/Lyon Shuttle: Monthly Traffic Increases • Call Frequency High	
at Port of Le Havre • Training Programmes Accessible on Internet	
• Port of Hamburg – Hub of a New Millennium	26
Hamburg "Interface" for Germany-Indonesia Trade	27
Hamburg: Bridgehead for ROK's E. Europe Trade • Cork Terminal	
Capacity Doubled as Traffic Grows	28
Sines: New Transshipment Terminal in 2 Phases • New Constantza	
Projects for the Third Millennium	29
Barcelona: Goods Traffic Up, Income Drops • Göteborg to Handle	
Fiat and Alfa-Romeo Cars	30
Luxury Cruise Liner Calls at ABP's Cardiff • ABP Preferred Bidder for	
Port of Ipswich	31
Thamesport Publishes Its First Handbook	32
Asia/Oceania	
\$5 Million Facelift for Kooragang Bulk Berth • Melbourne to Defend	
Self Against Patrick • Daito Corp. Granted ISO 9002 Certificate	32
Ishikari Bay-Pusan Port Regular Container Service	39
Penang Port Sdn. Bhd. Is Now on the Internet • Globalisation Process	
Continuing in New Zealand • Speech by Singapore's Communications	
Minister Mah Bow Tan	34
Ready for Corporatisation: PSA Reorganizes Structure	35
PSA Signs Contract for 2nd Port Venture in China • PSA and	
COSCO Sign Long-term Agreement	36

PSA-NUS ADVANCED PORT MANAGEMENT & OPERATIONS PROGRAMME

(22 SEPTEMBER TO 10 OCTOBER 1997)

**Jointly organised by the Port of Singapore Authority (PSA)
and the National University of Singapore (NUS)'s
Faculty of Business Administration**

FOR WHOM

Senior and middle management officers from:

- Port authorities, terminal operating companies and cargo handling firms.
- Government agencies responsible for port development and management.
- Shipping, inter-modal operations and freight-forwarding companies.

OBJECTIVES

Backed by PSA's extensive experience in port management and operations and NUS' academic excellence, the objectives of the programme are :

- To enhance conceptual understanding of the critical areas of corporate strategy, human resources, operations, finance and technology to effectively manage the multi-disciplinary functions of a modern sea port.
- To provide a forum for the exchange of ideas and experiences on port management and operations with counterparts from the maritime industry.

COVERAGE

- Maritime Transport • Port Organisation • Port Planning • Port Operations Management • Technology Management • Port Equipment Maintenance • Port Safety and Security • Port Finance • Maritime Law • Human Resource Management • Adventure Learning

LECTURERS

The programme will be conducted by PSA managers and highly qualified lecturers from the Faculty of Business Administration of NUS.

VENUE

Singapore Port Institute, No. 2, Maritime Square, Singapore 099255.

FEE

S\$4,650 (Singapore Dollars) per participant, excluding 3% Goods & Services Tax (GST). The fee covers cost of tuition, materials, and daily refreshments. Applicants who register for the programme before 15 Jul 1997 will be eligible for a discount of S\$250 per participant.

CLOSING DATE OF APPLICATION

15 August 1997

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*For information on programme details and application forms, please contact: Training Manager, Singapore Port Institute,
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Alternatively visit us at our website: <http://www.singapore.gov.sg/spi>*



PSA

IAPH ANNOUNCEMENTS AND NEWS

IAPH Information Technology Award 1997 Saigon and Vancouver Win Gold and Silver

ACCORDING to the fax communication dated 28 April from Mr. Santiao Milá, a collaborator to Leadre Amargos, Chairman of the IAPH Trade Facilitation Committee (Barcelona), the Selection Committee chaired by Mr. Amargos himself and served by the other members (Messrs David Jeffery of London, R.C. Pearce of Fraser River Harbour, Canada and R. Kondoh of the Tokyo Head Office), chose the entries from the following ports to be the recipients of the 1997 awards.

- **Gold Award: Saigon Port, Vietnam**
- **Silver Award: Port of Vancouver,**

- Canada
- **Bronze Award: Puertos del Estado,** Spain and
Maritime and Port Authority of Singapore, Singapore

The presentation of the Awards is scheduled to take place during the First Plenary Session of the London Conference on the afternoon of 2 June 1997.

In this issue we feature the Gold-winning entry entitled "CY Management System in a Multi-purpose Port" written by Ho Kim Lan, Manager, International Relations Department, Saigon Port in its "OPEN FORUM" column.

Africa/Europe Region

Jean-Michel Moulod, Port of Abidjan, Côte d'Ivoire
Patrick J. Keenan, Cork Harbour Commissioners, Ireland
André Graillet, Port of Le Havre, France

American Region

David F. Bellefontaine, Port of Halifax, Canada
H. Thomas Kornegay, Port of Houston, USA
Alexander Krygsman, Port of Stockton, USA

Asian Region

Robert Cooper, Ports of Auckland Ltd., New Zealand (as Chairman)
Satoshi Inoue, Ministry of Transport, Japan
M. Rajasingam, Klang Port Authority,

Board Meeting by Correspondence called to vote for the Agenda and Nominating Committee

IN accordance with the requirements of the By-Laws, the Secretary General, upon the authorization of President Cooper, has circulated a letter to call a meeting of the Board of Directors by correspondence, to consider and vote for the Agenda for the Plenary Sessions, and to appoint the Members of the Nominating Committee for the London Conference, setting the voting date for 16 May 1997.

The agenda proposed for the Board's approval, along with the day-to-day programs and timetables, has already been featured in the previous issue of this journal in its London Conference Special section.

As for the membership of the Nominating Committee, the following individuals whose registrations for the London Conference have been confirmed were suggested by the President

for the official appointment by the Board.

Of the five conference committees, the members of the Nominating Committee (which will prepare the nominations for the offices of President, First Vice President, Second Vice President and Third Vice President for the next two-year term, and will present them to the Board) are to be appointed by the Board, while those of the other four committees – the Credentials, Budget, Resolutions & Bills and Honorary Membership Committees – are to be appointed by the President.

Proposed Membership of the Nominating Committee

(The meeting is scheduled for 17:00 - 17:30 on Saturday, 31 May 1997 in London.)

President Cooper in Tokyo

ON the afternoon of Wednesday, 16 April, Mr. Robert Cooper, President of IAPH, visited the Head Office and was welcomed by Secretary General Kusaka and his staff. Mr. Cooper, who was on a business tour of Japan together with the top officials from Ports of Auckland Ltd., took the time to have a preliminary meeting



President Cooper (center) with Vice President Someya (left) and Secretary General Kusaka

with the Secretariat members on the status of preparations for the imminent Conference of IAPH in London. Dr. Akio Someya, 3rd Vice President of IAPH from the Port of Nagoya also joined the meeting. President Cooper and Vice President Someya were briefed on the latest situation of the arrangements for the London Conference which are under

way in London and in Tokyo. Among other addressed, the President authorized the Agenda for the Plenary Sessions and the membership of the Nominating Committee for submission to the Board for its approval.

President Cooper was reportedly visiting Seoul and Taipei following his visit to Tokyo.

made by the Sea Trade Committee at the Seattle Conference two years ago, IAPH has been operating a first test version of its home page since October 1995, designed by Mr. J. Lespérance of Canada Ports Corporation. We are now at the stage where we can open a full-fledged home page of IAPH as a result of the strenuous efforts made by the Chairman of the Trade Facilitation Committee, which will be made available following the London Conference.

Membership

As outlined in this Report, a total of 231 Regular Members with 745 units subscribed and 102 Associate Members are with us as of 1 May 1997. Although the overall increase in the number of members is almost the same as that at the point of the Seattle Conference, the total number of units has increased by 35 over the level of two years ago. I would like to request all members' continued support of our membership campaign efforts. Such initiatives as any of our colleagues might be able to take in inviting new members to the Association will be duly followed up by the Tokyo Secretariat to ensure that the application and payment procedures are completed.

Finance

A detailed report on the Settlement of Accounts for 1995-1996 is presented in this Report, together with a copy of the auditor's statement. As far as the General Account for 1996 is concerned, in summary, the actual amount of Revenues was 117% as against the budgeted amount. The major contributing elements in this regard were due to the devaluation of the yen which took place in the international money markets during the term and a considerable rise in revenues from the membership dues (a total increase of 35 units according to the 1995 tonnage reports by Regular Members). The increase thus marked is noteworthy because there were major expense items concerning the moving the Head Office and replacement of office equipment with updated versions.

As for Expenses, the level of disbursements was 98.17% as against the budgeted amount after offsetting the increase in the fees related to the relocation of the Secretariat offices to new premises. The major cost reduction was achieved in the item of publications as a result of cost saving measures taken by the Secretariat. As far as Strategic Action Projects are concerned, a ratio of 33.15% of the total amount

Reports to the London Conference near completion

THE Tokyo Head Office has been working for the compilation of the various reports on the activities of our Association for submission to the London Conference. They include the Secretary General's Report, reports from the 12 Technical Committees and the report on IAPH/IMO Interface Group Activity as well as that on IAPH/BPA representation work. These reports will be distributed to the delegates at the Conference in London and later to the members who will be unable to participate in the Conference.

We introduce below part of the Secretary General's introductory remarks to the Report. (An excerpt from the Secretary General's Report to the London Conference)

IAPH Activities

Our Association has been extremely active during the two years that have passed since the Seattle/Tacoma Conference in 1995. As for the details of the Association's activities, we have kept our members informed of all developments through announcements in the journal of IAPH "Ports and Harbors", circular letters and faxes.

The numerous achievements we have been able to report to IAPH's worldwide membership have been due to the dedicated service given by the chairmen and members of the Internal and Technical Committees, ably led by the Vice Presidents acting as co-ordinators under the guidance of the President. I must emphasize that the active participation of the members on the respective committees and Exco consistently backed up by the port organizations they represent.

I would also like to thank the British Ports Association and our European Representative in London, the other Liaison Officers - including those who have served in their capacities as IAPH representatives - for their sterling performance in representing our Association at the various meetings of UN agencies or at other international maritime fora. These officials have all largely contributed to increasing the understanding of the activities of IAPH

among the people in the maritime communities surrounding the world's ports and in achieving yet closer ties of communication with them.

Our Technical Committees have focused on various issues which are common to both the developed and developing ports, such as the changing economic and trade patterns which have had their impact on the ports industry and the other major issues which the world ports must face if they wish to respond to the constant demands for a higher quality of services, as a result of the increasingly competitive business environment faced by their users. These committees have produced a number of reports on the findings of the research work carried out during the past two years and they are all to be submitted to the Conference. My special appreciation goes to the respective chairmen for all the initiatives they have taken in completing their valuable work, and to the organizations which hosted our meetings and provided the necessary assistance for those gatherings.

Furthermore, a number of our members have financially supported the publications, sponsoring part of the production costs.

Internet Service

In accordance with the proposal

budgeted was disbursed as some of the projects have not taken place or have been postponed to the next term.

So far, the financial viability of our Association has been greatly improved as compared to the situation which was presented to the Seattle Conference in 1995.

International Cooperation

IAPH members have long been supporting the programs for assisting their friends from less developed ports towards the goal of increasing the capabilities of their ports. The Human Resources Committee has been at the forefront of IAPH's efforts in our cooperation programs, such as the financial

assistance to the selected trainees under the IAPH bursary scheme or the biennial essay contest in which applicants are invited to write an essay on the theme "How the quality of port services could be improved". The fees for these programs are covered by funds which have been raised by the voluntary contributions from many member organizations and individuals, for which I offer my deep appreciation. Now the time has come for me to urge our members to positively support of this initiative for the fund-raising campaign, which we must pursue following the London Conference so as to recapture the targeted amount.

2. *Port Authority Management and Administration;* and
3. *Port Planning and Operation.*

All courses offered by IPPPM was taught in English and the instructors include both by public and private sector maritime officials from around the United States of America and abroad, international experts from World Bank in Washington. Staff of Louisiana State University National Ports and Waterways Institute, Port of New Orleans personnel, University of New Orleans faculty and practitioners from the local maritime community.

Most of the speakers were fluent in English and the topics were well delivered. The course materials provided were comprehensively prepared. Visit to Port of New Orleans, Private Grain Site elevator and commercial and recreational water front developments was also organised and the participants were given the opportunity to look at the facilities available. Participants were given opportunity to consult with local experts on specific administrative or operational problems might have.

Participants success fully completing IRPP were awarded an internationally recognized diploma in port planning and management. This program is truly international in scope. Since the inception of the course, 364 participants from 85 countries have been graduated from IPPPM during the last twelve years.

4. COURSE CONTENTS

Lectures were given in various selected subjects with linkages to the management, planning and operations and use of resources to ensure high levels to port users. Among the topics addressed include

1. *Strategic planning and port sector reform;*
2. *Institutional reform and privatisation;*
3. *Dredging and environmental concerns;*
4. *Marine Risk and Management safety issues;*
5. *Port Security;*
6. *Tariff, cargo projection and pricing;*
7. *Role of ports in world economy;*
8. *MIS Technology / Cargo Tracking;*
9. *Marketing;*
10. *Port Finance & Accounting;*
11. *Accounting basics - Financial statement;*
12. *Leasing;*
13. *Port Operation, Productivity and Capacity;*
14. *Capital projects management;*
15. *Marketing;*
16. *Labour relations.*

Report by Bursary Recipient

**On 13th International Program for
Port Planning and Management (IPPPM)
New Orleans, USA, March 3-14, 1997**

By Hadi Hussain Babul

*Chief Planning
Chittagong Port Authority
Chittagong, Bangladesh*

1. INTRODUCTION

The international program for port planning and management (IPPPM) is one of the regular courses conducted each year at World Trade Centre, New Orleans, USA. The 13th IPPPM session was held from March 3-14, 1997. It was organised by the Board of Commissioners of Port of New Orleans, World Trade Centre of New Orleans, Louisiana State University National Ports and Waterways Institute and University of New Orleans. There were 39 participants for the course from various countries of the world. I was nominated by Chittagong Port Authority which was duly endorsed by the Govt. of the People's Republic of Bangladesh to attend the 13th International Program. In fact this is the first time that a participant from Bangladesh has attended this international course. To attend the training course, I was privileged to be a recipient of Bursary Scheme 1997 by IAPH with additional assistance from self to cover air-fares and complementary living expenses. The Government of Bangladesh



requested Dhaka UNDP office to provide the cost of airfare but unfortunately no funding was available from UNDP or any other donor agency.

2. COURSE OBJECTIVE

The course was designed with the objective that the participants should learn the latest port operation, planning and management techniques. This intensive program also offered maritime industry executives a unique opportunity for further education and professional enrichment.

3. COURSE ORGANISATION

The program was of two week seminar some 80 hours of class room instructions in two dozen segments. The program focused on the general management of port operations in an international environment and seeks to provide participants with a background which enabled them to make those decisions. IPPPM was a concentrated program which demands a high level of personal commitment and participation. The course contents covers three broad areas namely:-

1. *Port System;*

To provide participants with practical first hand experience of modern port management techniques and practices, formal lectures, group discussion and field investigations were laced with study visits to terminal facilities, the port and recent commercial and recreational water front developments.

5. LECTURERS

The lecturers were very dedicated and therefore delivered the information with keen interest. There is no doubt in my mind that each and every one of them is an expert in his or her own field.

6. CONDUCT OF PARTICIPANTS

Participants in the course came from different developing ports of the world and it was wonderful, unbelievable and indeed gladdening to see such a high level of social interaction amongst participants. The course seemed a family affair as there was no question of ethnicity or religion or race. It was a small world. One glaring advantage of such mixed participants and subsequent close association was the possibility of discussing port problems with course colleagues resulting in the cross-fertilization of ideas.

7. BENEFITS

The benefits derived from the program are numerous and significant and are mainly those that can be attained from the direct conduct and discussion of specific problems, current developments and past experience of the lecturers and other participants. Such training program not only provide to the participants the opportunity to consolidate their knowledge but also contribute in the building-up of self-confidence.

Obviously the benefits of training can come as an asset of the port entity only if it is provided that the new techniques

experiences and information obtained from training are particularly adopted and applied in the port entity's own procedures, operations and other practices of decision making.

It also offered the opportunity for participants from a wide variety of countries from the world to share with each other operational / management experiences of their ports and also to engage in a continuous dialogue in order to seek solutions to common port management problems.

On a more personal note, the lectures on port privatisation and port tariff were of particular interest to me and I can recall that they generated vigorous debate during and after lectures. The course also offered me the unique opportunity to gain an insight into modern container terminal operations including sophisticated handling equipment and to witness the scale and scope of operation in what can only be described as large and fascinating US ports.

An interesting area which was well elaborated and discussed in the program is the hot issue of port pricing and tariff setting. This topic I believe is of major importance to Chittagong Port Authority (CPA) which has struggled ever since 1986 to enhance the existing tariffs structure. All the knowledge gained is applicable to everyday running of the port specially in the areas of port planning. Last but not the least, knowledge was also gained by sharing of experiences with other participants from various port executives.

8. CONCLUSION

My objective in attending the 13th IPPPM program was basically to learn, gain experience and be exposed to the area of port planning and management. To me I can say I have gained in depth knowledge and experience from the

course. It is my sincere opinion that this course has to a significant degree provided me with an insight of the experience and knowledge necessary to better face the challenges of modern port management and port planning. I intend to utilise the knowledge and experience gained to the benefit of port of Chittagong. The knowledge gained from program has become an asset to Chittagong Port Authority and with the knowledge it makes one better equipped to meet the Challenges of the 21st century.

9. APPRECIATION

In fine I would like to thank and express my sincere appreciation to the IAPH for the award of a Bursary enabling me to attend this most useful program and hope such assistance would be extended to other applicants of CPA in future to accord them that exposure.

I am indeed most grateful to Mr., A.S.M. Abdur Rob, Honorable Minister for Shipping, Mr. A.H.M. Mofazzal Karim, Secretary, Ministry of Shipping, Government of Bangladesh and Capt. Z.U. Mahmood, Chairman, Chittagong Port Authority for their encouragement and support for me to undergo such an international course in the developed country like USA.

Last but not the least, I must thank Mr. Timothy E. Jodar, Director, IPPPM and Paulette Simon, IPPPM Co-ordinator for their warm reception and cordiality.

I must also thank President, World Trade Centre, New Orleans, USA for his kind hospitality. My special thanks go to Honorable Mayor, City of New Orleans for conferring upon me honorary citizenship of the United States of America which is really a rare achievement. Finally to the people of the United States of America, I say "thank you" for their excellent hospitality.



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New Appointments

The UN CEFAC

ACCORDING to information from Mr. Leandre Amargós (Barcelona), Chairman of the IAPH Trade Facilitation Committee that Mr. **Santiago Milá** (Barcelona), a collaborator with the Chairman of the TF Committee, has recently been appointed Vice-Chairman of the United Nations CEFAC (Center for Facilitation of Procedures and Practices for Administration, Commerce and Transport) as a result of its first Plenary meeting held in Geneva.

Mr. Milá has been nominated as IAPH member and he will represent all governmental and non-governmental international organizations. The other four Vice-Chairmen of CEFAC are the representatives from the USA, the UK, Australia and Japan.

CEFAC will take over from the WP.4 of the UN/ECE the responsibility for such important activities as trade facilitation, including the EDIFACT Rules, the codes for ships, ports, currencies and countries, the standardization of trade documents and the main recommendations for trade facilitation. The activities of CEFAC will be further enhanced so as to take account of cur-



Visitors

ON 15 April, Mr. Andre Pages, an IAPH Honorary Member from Boredaux, together with Mrs.

Pages, visited the IAPH Head Office where the couple was welcome by Secretary General Kusaka and his staff. They were visiting their son's family in Tokyo. Mr. and Mrs.



Pages have reportedly finished their registration to the London Conference, which will mark the 16th Conference of IAPH for them to participate since their first participation in the Tokyo Conference 30 years ago.

rent trends such as electronic commerce and new applications of information technologies to trade, administration and transport.

Ship Trends Committee

Mr. Te-An Han, Director, Port of Keelung, China, has recently been appointed by President Cooper to serve on the Ship Trends Committee, whose chairman is Mr. J.M. Moulod (Port of Abidjan)

The Combined Transport and Distribution Committee

Mr. Keh-Shuh Li, Director, Port of Hualian, China, has been appointed by President Cooper to serve on the Combined Transport and Distribution Committee, whose chairman is to be appointed at the forthcoming Conference in London to fill the vacancy created by Mr. Goran Wennergren, who left the Port of Goteborg last year.

IADC Book on Dredging for Development sent to members

A complimentary copy of the fourth edition of the book "DREDGING FOR DEVELOPMENT", which was published by IADC (International Association of Dredging Companies) based in The Hague, jointly with IAPH, has recently been distributed to all IAPH members from the Tokyo Head Office. We introduce an executive summary of the book below.

Executive Summary

Dredging for Development is an introduction for port and navigation managers and other government or private sector officials who are not technical experts in the complex field of dredging. An overview of dredging and its importance to navigation and port development and maintenance is presented. The objectives of using the dredging process are discussed. And some of the differences encountered when dredging the wide variety of materials to be excavated during navigation projects are pointed out.

The book discusses the typical process encountered in formulating, financing and executing the dredging portion of port and waterway construction projects.

The environmental consequences and protection issues inherent in dredging projects are stressed. The environment and balancing development impacts on the environment with engineering and economic feasibility have become a primary factor. This affects the planning, design, economy, financing, construction and subsequent operation and maintenance of all development projects, and specifically navigation and port projects.

The types of dredgers most commonly used and when they are most appropriately employed are discussed. The type of transport of dredged material depending on the type of dredger employed is also discussed. The importance of the timely consideration of the placement or use of dredged material generated during both the construction and the subsequent maintenance of the project is presented. This can play a major role in the selection of the type of dredger to be

employed and the economics of a specific project.

Finally, additional information and sources of information for those interested in pursuing more detailed knowledge on any of the subjects covered in the publication are also presented in the appendices.

One message that this publication wishes to highlight is that dredging is a complex subject and one for which many, if not most, port and navigation managers must rely on the employment of consultants and experts in this field. Unless they are fortunate enough to have a fully qualified technical department with sufficient dredging technology expertise in-house, consultants should be engaged from early in the planning, design and construction phases through developing and executing an effective operation and maintenance scheme.

This publication is intended to provide enough information to allow planners, designers and decision-makers to make informed judgements on the direction they must take as it relates to "dredging for development."

Membership Notes:

New Members

Associate Members

Institute of Transport and Maritime Management Antwerp (ITMMA) [Class D] (Belgium)

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Director General
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Fax: +46-11-10-19 49
E-Mail: teknik@shipadm.se
Senior Port Specialist: Mr. Per H. Olson

Changes

Port of Brisbane Corporation[Regular] (Australia)

Mailing Addressee: Mr. Carlo Bongarzone
Acting Chief Executive

Port of Helsinki [Regular] (Finland)

Chairperson of the Harbour Board:
Mrs. Tuovi Allen
Technical Director: Mr. Heikki Nissinen



Asada passed away last November.

Mr. Machida (born in 1918), after serving in his final position as Vice Minister of Transport, left government office in 1972. He then served both New Tokyo International Airport and Japan Air Lines.

Currently he is the President of Japan Weather Association and Japan Association of Rolling Stock Industries

while remaining an adviser to JAL.

Mr. Machida, in his inaugural address to the Foundation Board, comments that he feels honored to be appointed as the 3rd President of the Foundation, following his two eminent predecessors Mr. Akiyama and Mr. Asada, and that he will do his utmost to best cooperate with the work of IAPH in the spirit of the Agreement between IAPH and the IAPH Foundation, which was originally concluded in 1973 and revised in 1981.

Note: The IAPH Foundation

THE Foundation was established as a Japanese Corporation in 1973 to help IAPH financially when the Association was undergoing a financial crisis triggered by what became known as the "Nixon Shock" of the early '70s. The financial support provided by the Foundation continued until IAPH succeeded in achieving financial independence effective from 1982. Since then the Foundation, under the new Agreement, has been continuing its cooperation with IAPH through its various undertakings which include financial assistance for the IAPH Award Scheme (the top prize winners are invited to the next Conference of IAPH, sponsored by the Foundation). In particular, the Foundation's efforts have been directed to helping Japanese members participate in the activities of IAPH by sponsoring such projects as the publication of the Japanese version of "Ports and Harbors" and organizing seminars for local members. The Foundation has also been cooperating with the IAPH Head Office staff members in providing those who visit Japanese or overseas ports with practical assistance. The Foundation shares with the IAPH Head Office its premises and some of its staff so as to make the best use of the human resources and finance available.

Mr. Naoshi Machida, New President of the IAPH Foundation

At the Board meeting of the IAPH Foundation* held on 17 April 1997, Mr. Naoshi Machida, a former Vice Minister of Transport, was newly elected as President of the Foundation, which post had been vacant since Mr. Shizuo



SABAH PORTS AUTHORITY

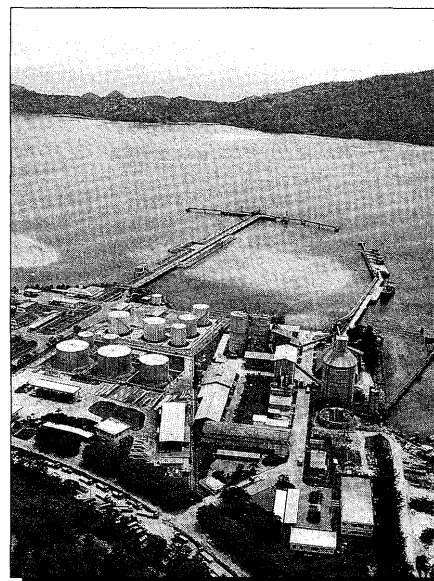
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SUMMARY

SAIGON Port, one of the leading ports in Vietnam, has been facing with continuous pressure to upgrade its old conventional facilities and managerial and operational systems to meet the increasing demand in traffic with surging container penetration in recent years.

With limited financial resources under a multi-facet inherent problems/obstacles of a conventional port being converted to a multi-purpose one, the port has to meet the growing demand of its customers in a competitive environment by its own means as fully and quickly as possible.

Manual systems for conventional cargoes – modified to meet the container operations requirements of both the Port and its customers – presented numerous shortfalls and delays which adversely affected the overall efficiency and performance of the terminals within the Port and created serious concern from the shipping lines.

The loading and unloading of containers on the ship side have been carried out following the instructions of the ship mates/shipping agents. The operations in the yards was left to the Terminals and since dedicated facilities and equipment were not yet available coupled with the lack of expertise in container operations including yard planning, the container operations at the yards were mainly governed by the decision at sites of the FLT drivers.

Consequently, the customers have had hard time locating their containers within the port and ensuring the proper loading/delivery. The CY clerks had been strained with extra works for producing updated daily reports on container movements and spent sleepless nights sorting out containers on papers, but still failing to meet the requirements of the Terminals and the customers.

CY Management System in a Multi-purpose Port

Ho Kim Lan

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In such situation, the computer section of the Port was tasked by the Management to possibly ease out the problems and control the flow of containers to/from the Terminals using IT. It took nearly 4 months for the first version of the CY management computer program to be completed for testing and 6 more months for modification and refinement.

And finally, the old manual procedures have been replaced successfully by the new IT system from August 1996.

It has been a rather long and challenging effort fencing through the labor intensive administrative systems and old working practices to trigger changes and reach final acceptance at the end. The computer system turned out to be very successful in solving the severe problems, benefiting all parties concerned and justifying the vital roles of IT in port operations and management.

RESULTS

The CY management system has met the designed objectives in monitoring the container flows to and from each CY within the Terminals and produced all required reports timely with more accuracy and less effort.

The long procedure of error-prone,

non-efficient manual works have been replaced by a smooth flow and manipulation of container movements from the one-time data entry step to various displays and automatic generation of final reports. It made the container tracking work a pleasant task for the CY clerks.

Nearly half of the number of persons involved in the old manual systems at different CYs within the Port had been relieved of the old manual tasks and shifted to more productive works, while the remaining process are enjoying working with the computer on average only 5 hours per day. No more overtime or sleepless nights have been reported.

The shipping agents are benefited much more from the system by having various reports tailored to their needs printed by the system at their demand. Even the Customs have also asked for loading lists from the system to check the outbound containers.

At the billing sections of the Terminals, based on the information and reports from the CYs, invoices/bills have been produced in a straightforward manner and ultimately reduced the waiting time of the customers and make them more comfortable with the accuracy of the fees/charges to be paid. Similar benefits from the system have been obtained by other departments and sections, including the CFS units.

Most importantly, the container throughput has increased and hence the revenues of the Port. It should be mentioned that from the target

of about 40,000 TEUs for the Terminal at stake, to date the same Terminal have achieved nearly 70,000 TEUs and can handle more without major difficulties as far as CY management is concerned. Other Terminals are enjoying similar benefits.

IT solution has helped solving the critical problems just in time, unvailing

promising prospects for further improvement and modernization and, in this particularly case, at minimum cost, only for the procurement of some PCs and materials.

The Terminals are now preparing for further IT applications, including ship/yard planning using PCs with LAN connections and possible EDI Linkages. The current environment is more favorable and the tasks of the IT section more focused on the technical aspects and supported by users with knowledge and experiences on container operations and IT applications.

TECHNOLOGY USED

The CY management system was developed using Foxpro 2.6 for standalone 486 PCs or terminals of a Netware LAN. The compiled program size is about 260 KB plus an optional 80 KB module for CFS operations.

SQL technology in Foxpro 2.6 is used extensively to provide the users with multiple cross-references of the databases. To ensure accuracy and safety, the system includes intensive data validation upon entry and generates valid prompts/options for easy selection and manipulation. The standard pull-down menus and various options for report viewing and printing are included.

The system provides the main features of a container tracking system within the terminal CYs based on recognised standards and procedures, including the design/modification of yard image with ground slots.

The number of yards is limited only by the hardware. Other features include:

- easy manipulation container movement
- display of yard stacking image with summary information
- inquiries and displays of container(s) by selected criteria
- computation of dwell times/charges
- monitoring of special containers, dangerous cargoes
- reports
- statistics, back up options, helps etc.

The system can be upgraded to run under Windows and to be an integral part of a more comprehensive terminal management system.

OBSTACLES

The obstacles are mainly organizational, operational and human including

limited know-how in container operations and the high degree of IT illiteracy within the Terminals.

Organizationally, the systems of container operations were derived from old systems for conventional cargo and hence division of functions, responsibilities, staffing, procedures and work practices which are rather simple and lack of detailed planning.

Operationally, the Terminals are multipurpose ones with some open yards for general cargo being converted to CYs. Detailed yard planning based on container ISO number and ground slot was considered impossible and merely ignored. Average number of movements per container is therefore much higher than normally required and maximum yard capacity utilization was less than 60%. As the number of boxes increases, the operations at and between the yards were becoming desperately messy.

Human obstacles are more dominant at the site where ignorance of IT solutions and resistance to changes by various persons with different reasons made the testing and implementation of the computer system an enduring effort.

With the computer system as a "magic stick", the above obstacles and difficulties have been overcome gradually by showing the "magic results" by a combination of different measures including the pressure from the highest level of Management of the Port. Shipping agents have played an important role in pushing for improvement and providing standard reports and practices, and more importantly, the threat of losing out traffic to the competitors.

In fact, the key to the success is the competence and hard works of the IT personnel in studying similar systems, tailoring, designing, writing and running the computer system which was considered most suitable for such situation in a transitional environment. However, it took nearly ten months to prove the benefits of the new system and gain overall acceptance of the proposed IT solution.

TECHNOLOGY BASE

The Port has long been a labor intensive organization dealing with general cargoes. It has experienced container penetration along with the mandatory changes to the port facilities and systems very recently. However, with various reasons the work force has to be maintained at more than 4,300, the procedures and work practices, including

those for container operations, are no more suitable.

Computer application in Saigon Port has dated back from 1979 with gradual increase in the scopes of application. To date, there have been on average four IT persons working for the Port together with some other computer clerks. The benefits of using computers in the Port, however, has been recognized only in recent years with the mass introduction of PCs on the market.

The port has a few dozens stand alone PCs being used at different administrative levels in payroll, inventory control, accounting, etc. with systems developed by the computer section of the Port. Technically, computer application using PCs and development application software present no major problems thanks to the computer staff.

Computer networking is in testing phase pending the right timing and expected conditions for connections.

Since off-the-shelf packages were not available nor applicable in such a circumstance and in-house development was fully justified for the Port. The most difficult part was clearly how induce changes and implement the system successfully. References include similar IT systems in other developed ports and local regulations and practices.

The total cargo volume through the Port in 1996 was expected at 7.3 million tonnes, including about 100,000 TEUs, a record achievement in which the IT staff have contributed their best part just in time. Once IT has proved to be a strategic tool for improving port performance and competitiveness then further IT applications would be rather straight-forward.

CONCLUSION

Although the container terminal operations in more developed ports enjoying complete automation with dedicated systems through many years of improvement and expensive investments, the first step of in house container tracking system of Saigon Port proved to be very effective and economical for short and long term.

Both the Port and the users have greatly benefited from the successful application mentioned above which paved the way to further improvements at lowest possible costs yet well suited and in line with the port capability and financial conditions as well as the maturity of the local community.

Development and the Environment

THE PORT AUTHORITIES' OUTLOOK

By Dr. M-Y LE GARREC

*Secretary General
Port of Bordeaux Authority*

INTRODUCTION

IN the chapter of his essay entitled "one man's profit is another's loss" philosopher Michel de Montaigne says that "natural scientists hold that the birth, nourishment and growth of each thing means the change and decay of something else".

All human societies are predatory by nature. They can only survive by dominating, altering and disturbing a habitat which was not necessarily meant for them.

All societies produce refuse and rubbish which they discharge into the environment in varying degrees.

The sea, the sixth continent, is more and more the subject of everyday economic concerns.

The growth of trade caused by the international economy has given a vital role to the organisation of maritime transport. Statistics show that 90% of the European Union's trade with third countries, and 35% of trade within the Community, passes through our ports.

Modern society has increased the mobility of both men and goods, enhancing the role of transport; but this has not only led to changes in the marine habitat. It has made these changes widespread. A fleet of ships is in itself a source of pollution, and tonnage world-wide has grown from 65 million CFT in 1938 to 476 million today. Cargo, too, can be a source of pollution; the tonnage transported has increased from 930 million tons in 1938 to more than 4 billion today.

Changes in maritime law and the law of the sea (for example, the extension of exclusive economic zones to 200 miles) have also made a contribution to this tendency to exploit ever larger areas of the oceans.

Of course there remain vast areas of the sea which are still unaffected and which deserve protection. Nevertheless, we cannot avoid being struck by the many threats of destruction faced by coastal areas, and by the difficulties which these present.



Thanks to the growth in international awareness of ecological issues, as witnessed by the Rio Conference, we have begun to address these risks, but much remains to be

done.

Today we understand the effects of eutrophication, the build-up of nutrients, which has caused shellfish and even other fish to become unfit for consumption, particularly in the Baltic and the North Sea. This phenomenon is frequently observed in estuaries and even along some parts of the coast. A national programme to study the growth of marine algae was launched in France in 1988.

We need to understand which areas are most vulnerable to the destruction of all forms of nature. The worst affected are, firstly, the enclosed or semi-enclosed seas: the Aral Sea and the Adriatic are in an advanced state of decay. The Barcelona Convention of 1976 established a "Blue Plan" for the protection of the Mediterranean; the Baltic and the North Sea, also affected, are covered by the Helsinki Convention and by the North Sea Conference which last met in 1995.

In second place come the lagoon zones, especially where human intervention has exaggerated the effects of geography. An example of this in the lagoon of Abidjan, where the renewal of the waters is blocked by a dike. Failure to renew the waters has resulted in eutrophication worsened by urban and harbour waste which the current of the Vridi canal cannot single handedly disperse.

Since the Geneva Convention on pollution caused by off-shore oil exploration in 1958, and the Copenhagen Convention for the protection of the North Sea in 1959, international opinion

has displayed a certain awareness of these risks.

However, the situation has been worsened by the growth of industry along the coast and by inconsistent attitudes to the environment among coastal nations.

Legal sanctions have had to be increased, particularly in the matter of oil pollution.

The European Union has been fully involved in the establishment of international legislation for the protection of the marine and coastal environment.

The risks remain, although they have been brought under a degree of control. Only 20% of marine pollution is caused by maritime transport, but accidents, because their effects are concentrated in a restricted area, can have catastrophic results upon an ecosystem.

The effectiveness of the adopted measures whether national or international depends on changes in behaviour which have yet to come about. Shippers and carriers must change their ways, but so too must the coastal authorities, prominent among whom are the Port Authorities.

The Port Authorities are actively involved in coastal development, so they must pursue their economic aims with due concern for environmental protection.

The needs of commerce and industry, and the explosion of world trade, have given the ports a tremendous opportunity for wealth creation.

The pace of change in the transport sector is relentless. Since 1970 the demand for freight services has increased annually by 2.3%, and that for passenger transport by 3.1%.

We must respond to this growth in demand in the most environmentally friendly way possible. Maritime transport has an obvious part to play here.

However, despite the safety and efficiency of maritime transport, it must be acknowledged that the concentration of industrial and urban development around ports is in itself damaging to the

environment.

How can we reconcile economic growth, vital for employment, with safeguards for the environment and the quality of life?

How can we strike the best balance between economic and ecological needs?

How can we look after all these public interests?

These are the questions facing Port Authorities today.

The first chapter of my paper considers the proposition that ports can simultaneously improve and damage the environment.

The second chapter will look at the environmental responsibilities of the Port Authorities in the framework of their development strategies.

CHAPTER I

THE DESTRUCTIVE AND POSITIVE-EFFECTS OF PORTS ON THE ENVIRONMENT

From an economic and social point of view, a port is both the cause of and the result of its environment.

It is the result of its environment in the sense that, as Professor VIGARIE has shown, a port may be defined as the interface between land and sea traffic, which highlights the conjunction of three traffic areas : the land, the sea and the port area in between.

A port reflects the economic profile of a region. Its traffic and the business which it attracts or generates allow us to measure the trade, agriculture and industry of its hinterland.

But if the port is the result of its environment, it is also a determining factor in it. Through the services which it provides, a port shapes the economic life of a town, a region or a whole country. It creates wealth and employment both directly and through its influence on the economical activity of a region.

It is not uncommon for a port which employs directly, say 100 people, to generate a further thousand of jobs in the local economy.

But a port, as an artificial creation (even in a natural harbour) shapes the physical as well the economic environment.

Building or developing a port creates a new environment, but first disrupts the existing one.

1 - THE DAMAGING EFFECTS OF PORTS ON THEIR ENVIRONMENT -

A port can contribute to the deterioration of the environment through various pollution risks, both cumulative and

accidental.

- Water pollution resulting from the build-up of waste in an area where the natural renewal of waters is impaired by the port infrastructures.
- Water pollution caused by the ships.
- Water pollution caused by scattered debris from the quays and by the urban outlets.
- Air pollution caused by the industries settled in the port area either directly or through the effect of rain. The concentration of steel industries, chemical or petrochemical industries in some harbour areas increases these risks. The condition of the river Scheldt downstream of the Belgian border or the Minamata disease in Japan are examples of the risks.
- Land pollution produced by factories in the port areas or sometimes by the dredging activity where the resulting material is used as back fill if this material is contaminated by heavy metals (cadmium for example).
- Pollution of the human environment linked to the bacteriological contamination of water or atmosphere.

All these kinds of land based pollution are cumulative but harbour areas are also at risk from accidental pollution from goods and dangerous substances. Many people may recall such accidents, as ships' explosion:

- the FORT STIKINE at Bombay 1944,
- the GRANDCAMP at Texas 1947,
- the PRINCESS IRENE at Nantes 1967,
- the BETELGEUSE at Bantry Bay 1979

or running aground with pollution and ecological disasters :

- the TOREY CANYON in the UK
- the AMOCO CADIZ in France
- the EXXON VALDEZ in Alaska
- the BRAER in the Shetlands
- the AEGEAN SEA in Spain
- the SEA EMPRESS in Wales

Dangerous substances held at the port itself can also give rise to environmental damage and industries settled in port zone are not exempt from the risk of accidents.

But the port plays also a constructive role in shaping the environment.

2 - HOW PORTS CHANGE THE PHYSICAL ENVIRONMENT -

Human societies are greedy for

space. Ports are no exception.

For a long time port installations were confined to restricted areas.

With the revolution in maritime transport which has followed the Second World War, we have witnessed an explosion of growth in port sector.

Industry's need has brought the factories to the water's edge.

The dual need for space and deep water has led ports to develop across local authority boundaries. Estuary and river ports have moved downstream.

In France, Rouen on the Seine, Nantes-St-Nazaire on the Loire, Bordeaux on the Garonne and Gironde estuary.

In Germany, Hamburg on the Elbe, Bremen and Bremerhaven on the Weser.

In Belgium, Antwerp on the Scheldt, etc...

A similar expansionary phenomenon may be observed in ports situated more directly on the coast. Many conurbations have sprung up around their installations: Le Havre and Marseille in France, Liverpool, Portsmouth, Southampton in England, New York on the Hudson Bay, Tokyo with its harbour islands and of course Rotterdam which had already swallowed up 14 local authority districts and villages in 1955.

Clearly such development brings with it profound changes to the coastal regions and the balance of nature.

These effects which are visible along the coastline become even more noticeable in estuaries where changes are caused by the growth in the tonnage of ships which leads to cutting deeper channels.

This affects physical characteristics of the environment.

The purpose of cutting deeper channels is to improve the navigation condition and to increase the traffic with the hope that new businesses and installations will occupy the space available. The result is that estuary wetlands will be covered by new industrial zone with their consequences.

Another effect of ports is on the urban environment

Between the port installations and the town, there is the port boundary which used to live at the rhythm of (and at the mercy of) the comings and goings of the ships in the port.

This area has always existed but today it is becoming a harbour wasteland as port facilities move out.

So the question to answer is how is this abandoned space to be re-occupied and blended into the fabric of the town?

At the same time, the displacement

of ports installations creates a new industrial environment outside the town center, bringing with it a new urban area which affects the natural environment.

Port management must be aware of all these phenomena. Rather than submit to their effects we must take account of them and incorporating them in our planning in order to act as responsible designers of the environment.

A huge effort must be made to reconcile the needs of the natural equilibrium with the demands of our socio-economic role in the development of society.

CHAPTER II

THE ENVIRONMENT AND THE PORT AUTHORITIES' ROLE

Respect for the environment cannot be a simple matter of conservation at all costs. This would lead to the sacrifice of the economic and social interests to ecological pressures, to Jean-Jacques ROUSSEAU's myth of nature and "the noble savage".

On the other hand, mankind is also at risk if we pay no attention to the needs of the environment.

The first responsibility of the port authority is to prevent pollution on the land which it manages and to protect the people who live and work there.

1 - PROTECTION OF THE PORT SITE AND LOCAL POPULATION -

A port authority is obliged, when taking decisions or carrying out its daily business, to cooperate in the implementation of all environmental legislation, regulations and agreements whether international, national or local.

1.1 - Legislation at the international level

The Paris memorandum (1982) on port state control of ships obliges the maritime authorities of all the states of European Union to control foreign ships (and not only national ships).

The port authorities may immobilise a ship suspected to be guilty of an oil spillage within port waters.

The European Commission aims to deny access to European ports to ships not conforming to international regulation.

It is the responsibility of the port authority to refuse entry to any ships constituting a danger to persons or goods.

The European Directive of 1993 obliges ships carrying dangerous or polluting cargoes to inform the competent

national authority (most often in fact the nearest port authority).

The IMDG Code and the 1973 IMO Recommendations (which have just been revised) allow port authorities to have detailed knowledge of the goods entering and leaving port area to let them to draw up emergency plans.

Under the terms of the MARPOL Convention, port authorities have a duty to ensure that adequate reception facilities are available to ships so as to enable the collection and disposal of their waste.

1.2 - Legislation at national level

The fact that the port authority is in charge of the harbour police is a contributory factor in the protection of the environment.

In France, the Maritime Ports Code states that "nothing should be allowed to damage the good order and cleanliness of either port and harbour installations or their waters"

Failure to observe this prohibition constitutes negligence on the part of the port authority. The port authority may be responsible for failing to maintain port installations if the quays or docks contain debris or abandoned objects which cause damage, for instance, pollution.

The French administrative judge ruled the authority responsible for the management of a public domaine is obliged to remove any obstacle to its use in order to ensure the provision of public services.

The port authorities must ensure that the regulations concerning dangerous goods and substances are respected.

The port police are thus responsible for designating storage zones within the port. Any damage resulting from improper storage is the port authority's responsibility.

The port authority can also be held responsible for any nuisance affecting nearby residential areas arising from the use of port facilities.

But even in the absence of specific legislation, port authorities must seek to remove any danger of nuisance and to personal guarantee safety. They will be held responsible for any failures in this respect.

Thus poor information from the VTS to shipping or a failure to appreciate the risks involved or bad coordination of harbour services may be held to be the responsibility of the port authorities which will be regarded as negligent.

The most recent example in this matter is probably the dramatic accident concerning the Sea Empress in Milford

Haven waters. This accident underlines the importance of the recommendations of ESPO in its "Environmental Code of Practice" requiring port authorities to set up emergency plans to eliminate or at least to limit damage to the environment in case of accident.

The image of a port is always affected where safety and maintenance are repeatedly neglected.

The port authority is responsible for implementing all legislation regarding nuisance and environmental protection, on behalf of industry in the port zone as well as all operators in the port itself.

If there is any question that the authority has failed to carry out its duties under the legislation, it will be held responsible.

The SEVESO Directive which is currently being revised (COMAH Directive) sets out what must be done by establishments in order to avoid serious accident.

There is growing pressure today concerning the nature of land use and an increased awareness of the influence of ports on coastal regions. This means that port planning needs to be integrated within the general framework of land use.

2 - THE RESPONSIBILITIES OF PORTS AS DEVELOPERS AND MANAGERS OF THE ENVIRONMENT-

The main aim of port policies is to provide efficient, economic, fast and safe installations but we must also be aware of the overall consequences of port development on the coast.

Because of the impact of both construction work and business activities within ports, port authorities must become involved in conservation strategies.

2.1 - The port as developer

Under the French law, port infrastructures are mainly public work within the public domaine. This means that third parties are indemnified against any damage caused by construction work due to the establishment or extension of ports.

(You will find in my paper several examples of Court cases where the port authority or the state as project manager, have been deemed responsible).

Public enquiries, the requirement for local consultations and similar procedures have been established with a view to reducing the negative effects of port development on the environment and the local community.

In the member States of the European

Union, port infrastructures are now the subject of detailed impact studies. Planning permission may only be given after public inquiries and consultations (directive 85/337).

A number of constraints are thus brought to bear upon port project managers.

Port authorities must also integrate their environmental concerns at the level of land use strategy.

For many years the land use strategies of ports were directed solely towards economic and industrial ends.

That was the case in France with a circular of 1975 advising ports to adopt long term strategies. These strategies envisaged the acquisition of land reserves for industrial waterfront purposes.

Today our awareness of ecological issues and the growth of constraints designed to protect the environment have had the effect of changing the land use strategies of the port authorities.

Under the pressure from environmental protection organisations, waste lands can be classified as green belt or nature reserves from the point of view of flora and fauna.

In estuary zones, some areas surrounding ports have a value as landscape or other environmental importance, and the state in France, can prevent such areas being allocated to port development (under the Law of 8 January 1993 on environmental protection).

But the port development is not sacrificed. A law of 3 January 1986 (still in force) relating to the preservation management and exploitation of coastal areas safeguard the preservation of economic activities along the coast such as maritime transport and harbour industries.

But the difference is that now any development which threatened to destroy an aspect of the landscape needs prior government consent.

Within the European Union, planning procedures must respect the Directive 85/337 which requires the assessment of major projects, including port development where they are likely to have significant environmental consequences.

There would be a case that a developer is obliged to submit to the European Commission an environmental declaration.

Some areas (estuary and coastal sites) benefit from additional protection.

A ruling of the Council of the European Communities (79/785) introduced the concept of ecologically sensi-

tive areas and "the Wetlands of International Importance" Convention requires special controls on some designated marshlands.

I will mention also :

- the Directive of 1979 on the protection of wild birds habitat,
- the Directive of 1992 for the preservation of natural habitat as well as flora and fauna.

In France, following the European and French legislation, a new law of 1995 calls for the drawing up of a national list on community sites designated for special protection including coastal zones and estuaries.

As developers of coastal and estuary zones, port authorities must take account of the need to protect the environment.

2.2 - The port authority's involvement in environmental protection

The European Commission is currently preparing a directive on strategic evaluation, which will require authorities to draw up obligatory plans for sustainable coastal development throughout the European Union.

The Commission has also suggested establishing a legal instrument covering the development and protection of coastal areas.

In response to similar concerns, the French ports have set up initiatives with a view to preserving the estuarial environment and I would like to conclude on the port of Bordeaux authority experience.

This port extends over the largest estuary in Europe (the town of Bordeaux is about 100 km from the sea). The Gironde estuary is one of the least damaged of our estuaries.

In conjunction with the University the Port of Bordeaux has set up many studies to bring under control the various geological, hydraulic, sedimentary, biological phenomena with the view to improving the port facilities we can offer to shipping, the control of technological risk, and the protection of the ecosystems.

The port's partners (specially local authorities) have been involved in these different studies.

In 1975 a commission was established to examine the consequences of the development of the outer harbour area of Le Verdon.

The port authority has also set up multidisciplinary teams to examine all the environmental questions concerning the estuary (hydraulic, hydrobiology,

sedimentology, biology, air quality, landscaping).

In conjunction with the Ministry for Industry and the Environment as well as the European Environmental Institute of Bordeaux, surveillance networks have been established to monitor water quality, sedimentary displacement and air quality.

The office for geological and mining research monitors the quality of ground water.

All major infrastructure projects at the port are the object of prior study with physical or mathematical models in order to understand their probable impact.

Of course, the dredging programme (8 millions cubic meters a year) take account of environmental aspects.

Concerning the industrial port zones, all new installations at the different sites are the subject of impact studies before work begins.

Listed industries (such as chemical and petrochemical, oil depots, etc.) have to undergo a special procedure.

The movement of dangerous substances is the object of a very severe regulation.

Expert ecological and land management advice is available for the marsh zones particularly important to the estuary's ecology.

Despite all this, a lack of information about the studies undertaken by the port and growing anxiety over environmental issues have given rise to public fears.

So the port has clearly defined and published its overall policy in environmental matters with the following objectives :

- to reconcile economic development with quality of the environment and safety of the general public,
- to be open to approaches from nature protection groups, neighbouring communities and other estuary users,
- to work together with local governments and with groups responsible for the administration of the environment, industry and water quality,
- to provide better information about port works and developments projects.

An action plan has been drawn up, and a committee of scientific expert has been appointed.

The first action was to undertake a summary of the informations available

about the estuary, bringing the data collected in the scientific and technological studies carried out. This summary was made available to the widest possible public.

The ecological management of open spaces has already undertaken improvement work on the estuary islands, in liaison with the conservancy groups (in 1994 a Charter for the estuary was signed with the General Council of the Gironde and two conservation groups to safeguard the habitats of wild birds ; and the port has handed the management of some of the islands to these conservation groups, within the context of the Directive on flora and fauna.

In this context the port carries out ecological audits. In that regard a tender for one such audit devoted to the North Medoc Zone was won by BKM. It involved the Regional General Council, the Coastal Conservatory, the nature protection associations, the North Medoc local government services as well as the prefectural administrative services.

The objective was to update and define the interests in the heritage of nature for the area and to propose solu-

tions for its protection and enhancement, while reconciling this ecological interest with the potential economic development of the area.

Another recent project concerns the increase in migratory fish.

In parallel with its estuary policy, the port authority has, for many years, conducted a policy of close cooperation with the town and the urban council of Bordeaux in the matter of the re-development of port wasteland.

Part of the former quays situated in the center of the town (close to the 18th century architecture) have been transferred to the Council management, and the town of Bordeaux commissioned a developed study from a well-known architect.

Cooperation continues in order to harmonise the development of wasteland still managed by the port with the zones under the control of the town. These urban initiatives form also a natural part of the port authority's environmental policies.

CONCLUSION

Involved economically through its development activities, the port authori-

ty cannot remain passive in its approach to the environment paraphrasing CLEMENCEAU, the First World War statesman, who once said of his ministers that "war is too important to be left to the generals", we may say that environmental protection is too important to be left to the ecologists alone.

The port must be prepared to take the initiative in this area, since in the broadest sense management requires the very best use of natural resources. Economic interest must be protected, but not at the expense of the environment.

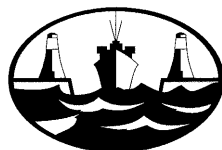
Man adjust to his habitat, but the habitat too must be adapted to serve man's deepest needs.

We must preserve our natural heritage, but also what we have achieved in social and economic terms. For as the philosopher MONTAIGNE wrote : "Whatever we are taught, whatever we learn, we must always remember that it is man who gives, and man who receives".

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WORLD PORT NEWS

Port Management & Operations Programme

(22 Sept to 10 Oct 1997)

THIS advanced port management and operations programme is jointly organised by the Singapore Port Institute (SPI), the training arm of PSA, and the Faculty of Business Administration of NUS.

Port of Singapore Authority: PSA manages the six cargo terminals of the Port of Singapore, the world's busiest port attracting over 100,000 vessel calls registering over 700 million gross tons a year. As the world's largest transshipment hub, it is linked by over 300 shipping lines to over 600 ports worldwide. In 1996, the PSA grew by 9.3% to handle 12.95 million TEUs of containers. It is the only port in the world to grow by more than 1 million TEUs last year.

PSA provides fast, efficient, reliable and value-for-money services to its customers. At PSA, a third-generation container vessel is serviced at an average rate of 84 containers per ship hour, the fastest in the world. About 95% of vessels are berthed upon arrival, and more than 50% of containers are transhipped within three days.

Having acquired core competencies in IT-based port operations and cargo-related logistics activities, PSA aims to be a global port company by venturing overseas through investments in port infrastructural facilities and managing port terminals in fast-growing countries. PSA launched its first overseas port venture, the Dalian Container Terminal in China, in July 96, and more recently, entered into an agreement with Indonesian partners to manage and operate a container port in Cigading, West Java, Indonesia.

National University of Singapore: Since its origin in 1905, NUS has inherited a rich academic tradition from a lineage of distinctive predecessor institutions such as the University of Malaya and the University of Singapore. Today, NUS has eight faculties, four postgraduate schools, six national research centres, numerous faculty-based research centres and more than fifty teaching departments.

The Faculty of Business Administra-

tion is known for its leadership in management education and executive training and development. This reputation is based on its long history of excellence in teaching and research as well as its current vitality, creativity and commitment to its mission of improving the practice of management.

Teaching of business administration at the undergraduate level began in 1965. By the early 70's, the Faculty was already offering business programmes at the postgraduate level. The 80's saw the introduction and growth of executive development programmes for middle and senior managers operating in the Asia-Pacific region. Over the last decade, the number of executive development programmes has increased significantly. To date, the Faculty has trained some 7,500 managers from 77 countries. Today, the Faculty offers more than 40 programmes in English and Chinese every year. It has also attracted top business schools around the world to seek strategic alliances with the Faculty to jointly conduct executive programmes.

For Whom: Senior and middle management officers from:

- Port authorities, terminal operating companies and cargo handling firms.
- Government agencies responsible for port development and management.
- Shipping, inter-modal operations and freight-forwarding companies.

Objectives: The objectives of the programme are:

- To enhance conceptual understanding of the critical areas of corporate strategy, human resources, operations, finance and technology to effectively manage the multi-disciplinary functions of a modern sea port.
- To provide opportunities to apply port management and operations principles and concepts through case studies and discussions.
- To provide a forum to exchange ideas and experiences on port management and operations with

counter parts from the maritime industry.

Coverage

• Maritime Transport

International competition and competitive strategies
Economics and structure of world maritime trade
Organisation of shipping markets
Shipping de-regulations and competition
Rules for liner shipping conferences

• Port Organisation

Role and functions of seaports
Types of port administration
Port privatisation and impact on organisation and operations

• Port Planning

Principles of port planning
Port master planning and preliminary engineering
Port infrastructure maintenance
Planning and development of Brani Terminal – case study

• Port Operations Management

Principles of operations management
Forecasting and capacity planning
Design of operations systems
Inventory management/control scheduling
Quality management/control
Container Terminal Gate System – case study

• Technology Management

Management of information and process technology
Information flows and international standards for electronics documentation systems
Automation of workflow in port operations
Portnet (electronic submission of cargo/container documentation) – case study

• Port Equipment Maintenance

Principles of replacement policies
Equipment selection and procurement
Maintenance information system

• Port Safety and Security

Principles of port safety management

Principles of port security management
Use of technology in safety/security management

• Port Finance

Principles of financial management
Cost management and accounting
Budgetary control

• Maritime Law

Carriage of goods by sea act
Marine insurance
Marine pollution, wrecks and salvage
Legal aspects of port operations

• Human Resources Management

Organisation adaptation and human resource strategies
Management of industrial relations
Management of change
Union-management relations
Training of personnel

• Adventure Learning

Communication
Team-building

Teaching Methods

A variety of teaching methods such as lectures, case studies and small group discussions will be used. The medium of instruction is English. Participants will be expected to be proficient in the language.

Dates

22 September 10 October 1997

Venue

Singapore Port Institute
No. 2, Maritime Square
Singapore 099255

Fee

S\$4,650 (Singapore dollars) per participant, excluding 3% Goods & Services Tax (GST). Overseas participants who are sponsored by their employers for the programme will be exempted from paying the 3% GST. The fee covers cost of tuition, materials, and daily refreshments. Applicants who register for the programme before 15 July 1997 will be eligible for a S\$250 discount on the fee.

Administrative Details

Application: Applications should be made through the enclosed application form and should include a cheque or bank draft for the total amount of fee in Singapore dollars made payable to the "Port of Singapore Authority". Applications should reach SPI not later than 15 August 1997.

Accommodation: On request, SPI will

assist in booking accommodation for overseas participants at the Harbour View Dai-Ichi Hotel or Amara Hotel. The rate is approximately S\$145 (Singapore dollars) per night, with breakfast, for a single room. These hotels are located near SPI.

Visa and Travel Arrangements:

Overseas participants will be required to make their own visa and travel arrangements to Singapore. SPI will assist participants in submitting applications to the Singapore Immigration Department for valid passes to stay in Singapore for the duration of the programme. They are also advised to take up travel, accident and medical insurance policies to cover them for the duration of their stay in Singapore.

Refund of Fee: Applicants selected for the programme and who subsequently withdraw, will be refunded 50% of the fee, if written notice of withdrawal is received by SPI before 31 August

1997. No refund will be made if notice of withdrawal is received after stipulated date. Applicants who are not selected for the programme will be refunded the full amount of fee.

Cancellation: SPI and NUS reserve the right to cancel the programme in the event of insufficient response or other unforeseen circumstances, without any financial obligation to applicants or their sponsors. Under such circumstances, a full refund of the fee will be made.

Enquiries: For more information, please contact:

Training Manager
Singapore Port Institute
No. 2, Maritime Square
Singapore 099255

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Internet:hhlee@hq.singapore.gov.sg

NOL Acquires APL For \$33.50 per Share

NEPTUNE Orient Lines LTD (NOL) and APL Limited (APL), two leading container carriers, on 13 April 1997, announced that they have signed a definitive merger agreement under which APL will become a wholly owned subsidiary of NOL. Under the terms of the agreement, NOL will acquire all 24.6 million outstanding shares of APL stock at \$33.50 per share. The transaction is valued at approximately \$825 million, and the Boards of Directors of each company have unanimously approved the transaction. NOL is listed on the Stock Exchange of Singapore, and APL is listed on the New York Stock Exchange and Pacific Stock Exchange.

"The future of the shipping industry belongs to those who have a global vision, and the strategy and critical mass to realize that vision," said Mr. Timothy J. Rhein, President and CEO of APL. "This combination of the complementary APL and NOL route systems, service organizations and intermodal assets creates a global container line with resources to provide customers comprehensive and efficient worldwide shipping services."

"Moreover," he added, "this merger in no way lessens APL's commitment to the U.S. flag and American seafaring labor as part of our commitment to the Maritime Security Program (MSP) and

the VISA program. Consistent with U.S. maritime policy, we fully expect to ensure the continued availability of U.S.-flagged and crewed ships as well as the network resources of APL for participation in these programs."

NOL and APL will operate a total fleet of 113 vessels, including 76 container ships with a total of about 200,000 TEUs in vessel capacity. APL is a leader in the trans-Pacific and intra-Asia trades, while NOL is very strong in the Europe-Far East trade, as well as the Far East to U.S. trade via the Atlantic. The combined revenues exceed \$4.0 billion, which ranks NOL/APL among the largest shipping companies in the world.

Following the merger, APL will retain its name and brand in the marketplace. It will continue its transportation operations, headed by its existing management in Oakland, CA.

"We expect both companies to realize significant cost savings of at least \$130 million annually from the consolidation of certain operations and improved efficiencies, including enhanced network optimization, streamlined information technology systems, improved box utilization, lowered inland costs and reduced terminal expenses," said Mr. Lua Cheng Eng, Deputy Chairman and CEO of NOL. "APL will be strengthened by the addition of NOL's North American service operations to APL's industry-leading trans-Pacific container liner business," he said.

"We intend to invite Mr. Tim Rhein to join NOL's Board," Mr. Lua said.

Mr. Lua noted that close economic and security relations have long existed between Singapore and the United States. Under a 1990 Memorandum of Understanding, Singapore provides important support, including leasing facilities to U.S. forces in the region. Several of NOL's vessels were chartered to the U.S. government for sealift support during Operation Desert Storm.

The Board of Directors of APL will recommend that APL shareholders approve the acquisition at a shareholder meeting to be held later. Aside from this shareholder approval, the merger is subject to customary conditions, including review under the Hart-Scott-Rodino Antitrust Improvements Act and the Exon-Florio Amendment, as well as

the approval of the U.S. Maritime Administration. The parties expect to consummate the transaction in the fall of 1997, following regulatory approvals.

NOL's purchase of APL will be funded by existing lines of credit from commercial banks and internal resources.

NOL is being advised by Goldman, Sachs & Co., while APL is being advised by J.P. Morgan & Co. Incorporated.

APL provides worldwide container transportation and logistics through an integrated network combining high-quality intermodal services with state-of-the-art information technology.

NOL is a total global transportation company with diverse transport-related activities, but shipping is its core business.

The three-year, 1993/95 spending pattern is detailed in Table 1.

"New construction" expenditures in 1995 by facility type show "specialized general cargo" (e.g., container, ro/ro, etc.) accounting for \$345.7 million (28.8%), general cargo for \$136.6 million (22.2%), dry bulk for \$36.1 million (3.0%), and "passenger" for \$57.0 million (4.7%).

Additional expenditure categories include liquid bulk, off- and on-terminal infrastructure, dredging (\$134.1 million in 1995) and "other," which captures investment in "structures, spaces and fixtures not directly related to the movement of cargo, such as maintenance and administrative facilities."

Projected capital expenditures during 1996-2000 are analyzed below:

Projected expenditures by facility type are listed in Table 3.

New Publications

United States Port Development Expenditure Report

U.S. public ports spent \$1.4 billion for capital improvements in 1995 and plan spending over \$6.0 billion for the same purpose from 1996 through the year 2000, according to the Maritime Administration's (MarAd) latest review.

This includes expenditures for new construction and for the modernization

or rehabilitation of old facilities.

As with its predecessors, MarAd compiled the 1997 report from data collected from survey questionnaires circulated by AAPA to all of its U.S. Corporate members. Responses were received from a total of 50 public seaport agencies.

Expenditures increased 51.1% in 1995 from the previous year and 115% compared to 1993. It was also the first time that total expenditures exceeded \$1 billion.

From 1946 through 1995, the U.S. public seaport industry invested a total of \$15.5 billion in facility construction and modernization. That does not include spending by the private sector port industry.

**1. U.S. Public Ports
Capital Expenditures 1993-95
(Millions of Current U.S. Dollars)**

Region	1995	1994	1993
North Atlantic	\$61.0	\$70.3	\$92.0
South Atlantic	172.5	124.9	148.6
Gulf	159.0	109.3	129.8
South Pacific	673.5	534.0	139.3
North Pacific	143.9	40.6	94.3
Great Lakes	2.0	0.8	22.9
AK, HI, PR, VI(*)	192.5	35.4	27.6
Guam/Saipan	-	14.4	-
Total	\$1,404.4	\$929.6	\$653.7

Note: Due to rounding, numbers may not sum precisely to totals

(*)Alaska, Hawaii, Puerto Rico, U.S. Virgin Islands
Source: U.S. Maritime Administration, United States Port Development Expenditure Report (March 1997), p.4

**2. U.S. Public Ports
Projected Capital Expenditures 1996-2000,
by Region
(Thousands of Dollars)**

Region	Expenditures	Percent
North Atlantic	\$254,113	4.2%
South Atlantic	\$1,281,626	21.2%
Gulf	967,099	16.0%
South Pacific	2,668,139	44.3%
North Pacific	792,248	13.1%
Great Lakes	72,826	1.2%
AK, HI, PR, VI(*)	-	-
Guam, Saipan	-	-
Totals	\$6,036,051	100.0%

Source: U.S. Maritime Administration, United States Port Development Expenditure Report (March 1997), p. 11

**3. U.S. Public Ports
Projected Capital Expenditures by
Facility Type 1996-2000
(Thousands of Dollars)**

Facility Type	Expenditure	Share
General Cargo	\$800,078	13.3%
Spec. Gen. Cargo	2,702,093	44.8%
Dry Bulk	279,904	4.6%
Liquid Bulk	34,740	0.6%
Passenger	210,205	3.5%
Other	334,678	5.5%
Infrastructure - On Terminal	612,020	10.1%
Infrastructure - Off Terminal	431,512	7.1%
Dredging	630,821	10.5%
Total	\$6,036,051	100.0%

Source: U.S. Maritime Administration, United States Port Development Expenditure Report (March 1997), p.12

As for "financing methods," MarAd reports continuing decline in the use of general obligation bonds and a correspondingly increasing reliance on a combination of port revenues and bonds. The 1990s have also witnessed "steady growth" in "relative use" of "other methods" as ports resort to loans, grants, special trust funds, and appropriations as "funding alternatives of supplements to port revenues."

Revenue bonds and port revenues will remain the primary funding sources for report development in the period 1996-2000, together accounting for 75.5% of projected expenditures. However, use of port revenues for this purpose will decline, from 45.6% in 1995 to 26.8% in the forecast period, while revenue bonds usage will increase,

INTERNATIONAL MARITIME INFORMATION

form 26.9% to 48.7%.

Listed below are public seaport agencies expected to make the largest capital expenditures during 1996-2000.

4. Leading Port Authorities by Total Capital Expenditures 1996-2000 (Thousands of U.S. Dollars)

Port Agency	Expenditures
Los Angeles, Port of	\$1,330,992
Long Beach, Port of	1,232,400
Seattle, Port of	484,654
Georgia Ports Authority	447,303
Houston Authority, Port	311,377
NY/NJ, Port Authority of	231,302
Miami, Port of	203,275
Port Everglades	197,932
Tacoma, Port of	195,892
New Orleans, Port of	193,696
Total top 10	\$4,828,823
Total All Ports	\$6,036,051
% Top 10 of Total	80%

Source: U.S. Maritime Administration, United States Port Development Expenditure Report (March 1997), p.14.

United States Port Development Expenditure Report. By the U.S. Maritime Administration, Office of Ports and Domestic Shipping. (Washington, DC: March 1997). 20 pages. Tables. Appendices. Order from: Maritime Administration, Office of Ports and Domestic Shipping, 400 Seventh Street, SW, Washington, DC 20590. Tel: (202) 366-4357. No charge (AAPA Advisory)

Shipping in Canada 1995

Canadian shipping activity in 1995 is profiled in exhaustive detail in this review by Canada's counterpart to the U.S. Bureau of Census.

Coverage extends to domestic and international cargo movements, port activity, containers, vessel movements, and financial and operating data pertaining to "Canadian domiciled marine carriers."

Highlights include the following:

- Domestic and international cargo shipments through Canada's ports in 1995 totaled 360.4 million metric tons, a record for the 1990s.
- International waterborne trade rose 5.2% from 1994, to a record 259.8 million tons that exceed the previous record set in 1988 by 9.8%.
- Domestic cargo flows sank to a record low of 100.6 million tons, down

1. Canada: Waterborne Shipping Activity 1990-1995 (Millions of Metric Tons)

Year	Exports	Imports	Domestic	Total
1995	176.6	83.2	100.7	360.6
1994	170.0	76.9	104.4	351.3
1993	152.6	71.6	100.8	324.9
1992	153.8	69.3	104.5	327.7
1991	168.0	66.1	115.8	349.9
1990	159.0	73.3	120.7	353.0

Source: Shipping in Canada/Le transport maritime au Canada 1995, p.39

3.6% from 1994.

• Export cargo amounted to 176.6 million tons, up 3.9% from 1994. Leading commodities were coal, iron ore, and wheat. Loadings to the United States increased by 0.9% to almost 50 million tons.

That growth was largely due to transshipments at Port Hawkesbury, Nova Scotia, of North Sea crude petroleum bound for ports on the U.S. Atlantic and Gulf Coasts. Loadings of limestone and iron and steel bound for U.S. Great Lakes ports also showed significant increases over 1994.

2. Canada: Waterborne Shipping Activity 1995 Leading Export Commodities (Metric Tons, 000s)

Commodity	Tons	V. 1994	Destination(s)
Coal	33,774	6.7%	Korea, Japan
Iron Ore	30,691	-3.3%	Holland, U.S.
Wheat	18,957	-7.9%	China, Japan
Woodpulp	6,805	4.1%	Japan, Korea, Germany
Potassium Chloride	6,509	2.4%	China, Korea, Brazil
Gypsum	5,858	-5.0%	U.S.
Lumber	5,662	6.6%	Japan

Source: Shipping in Canada/Le transport maritime au Canada 1995, pp.64-74

• Import cargo increased by 8.3%, to 83.2 million tons, of which 42.3% came from the United States. U.S.-origin cargo jumped by 6 million tons, to 35.3 million tons, due mainly to bulk grains loaded at U.S. Great Lakes ports for transshipment through Canadian ports on the St. Lawrence River.

Top cargos are shown in Table 3.

• General cargo totaled 62.9 million tons, up 1.5% from 62.0 million tons in 1994. Major commodities included forest products; machinery, equipment and miscellaneous cargo; and iron, steel and alloys.

• Containerized cargo reached a

3. Canada: Waterborne Shipping Activity 1995 Leading Import Commodities (Metric tons 000s)

Commodity	Tons	V. 1994	Origin(s)
Crude Oil	25,653	9.2%	U.S.
Coal	9,937	5.6%	U.S.
Iron Ore	6,699	1.0%	China, Japan
Aluminum Ore	5,855	-6.7%	Brazil, U.S., Guinea
Limestone	3,602	29.5%	U.S.
Gypsum	3,500	0.8%	U.S.
Iron/Steel	3,171	0.1%	Benelux, Italy, Holland

Source: Shipping in Canada/Le transport maritime au Canada 1995, pp.76-87

record 16.4 million tons, up from 15.6 million tons in 1994, which was also a record.

• The top 20 ports accounted for 79% of total cargo tonnage handled in 1995.

• Canada's "busiest" ports ranked by international (i.e., export and import) cargo tonnage were Vancouver, Port Cartier, Sept-Iles/Pointe-Noire, Saint John, Montreal/Contrecoeur, and Québec/Lévis.

• Halifax, Montreal, and Vancouver accounted for 93.7% of total containerized cargo in 1995.

Shipping in Canada/Le transport maritime au Canada 1995. By Statistics Canada. (Ottawa: January 1997). 198 pages. Figures. Statistical Tables. Text in English and French.

Order from: Statistics Canada, Operations and Integration, Circulation Management, 120 Parkdale Avenue, Ottawa, Ontario K1A 0T6, CANADA. Tel:(613)951-7277. Fax:(613)951-1584. Toll-free (U.S. and Canada only): 1-800-267-6677. E-Mail: order@stacan.ca.: (613)951-1584. Price: C\$50 (Canada): US\$60 (United States); US\$70 (other countries). (AAPA Advisory)

Handbook on Liquefaction Remediation of Reclaimed Land

EDITED by Port and Harbour Research Institute, Ministry of Transport, Japan;

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Supported by Coastal Development Institute of Technology, Japan;

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SpeakWell – Maritime English

SPEAWELL (TM) – Maritime English is a series of 3 videos (60 minutes each) dedicated to improvement in one's ability to speak English with a neutral dialect. As well, there is a fourth 45 minute video which drills the student in the pronunciation of the vocabulary used by Maritime communicators. The series has been used successfully by the Canadian Coast Guard College to train Vietnamese English teachers involved in maritime institutions.

Together, the series presents a non-academic approach to gaining control over one's articulators– the tongue, lips and jaw; posture, breathing, articulation

drills; drills on specific sounds– the "th", "l", "r", and "s" for example, increasing flexibility and intonation in the voice, tongue twisters, and applications using poetry to teach the student how to communicate ideas, images and the intent of the writer, clearly and with a greatly reduced dialect.

The approach marries the American "method" style of vocal production with the more technical British approach to controlling the articulators. As the IMO has declared English to be the international language of communication, and with safety becoming an increasing concern as the ESL radio operator speaks to the ESL pilot, SpeakWell(TM) can give users the tools to neutralize their dialects.

For further information, please contact:

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Correction

IMO's Internet address introduced on page 25 of the May issue of this journal was incorrect.

*It should have been:
<http://www.imo.org>.*

The Americas

Present Conditions of Argentinian Ports

THERE are two different types in ports in Argentina: those by the riverside (from Iguazú to La Plata) and those by the sea (from Mar del Plata to Usuahia). Most of the activities are carried out in those ports situated along Buenos Aires Province.

In 1991, the National Government started a process to reorganize the country through the Law 23.696.

In this way, a deregulation process was initiated in this local plan, with an intention of dispersing some activities that were totally managed by the Government. For this purpose, the responsibility for performing a proper management of the resources was transferred to the Provincial States or, in

some cases, to private organizations, being in charge of the rendering of services that, up to that moment, had been an exclusive monopoly of the Government.

This is the case of the National Decree 817/91 through which the provincial ports were transferred to those provinces, according to their jurisdiction, that were capable of developing them economically.

In particular case of Buenos Aires Province, the ports of Olivos, San Isidro, Tigre, Mar del Plata, La Plata, San Pedro, San Nicolás, Campana and Zárate were transferred in a first stage;

afterwards, the Government transferred the ports of Dock Sud, Coronel Rosales, Bahía Blanca and Quequén.

At that time, and in order to confirm that transfer, it was necessary to put a law into force, to leave room to the beginning of a stage of management and exploitation of ports which was new in our province.

The basis to carry out the new activity in the jurisdiction of the province was established with the Law 11206 and with its bylaws 1579/92.

Actually, the Provincial Government dictated the law Nbr. 203/97, which created the Port Administration of the Buenos Aires Province.

It depends on the Ministry of Public Works and Services of our Province and it is the Principal Authority where ports are concerned.

For a better control and to make management and exploitation easier, the Port Units were included in the following Port Delegations:

Port Delegation Dock Sud: it includes the ports of Olivos, San Isidro, Tigre and Dock Sud.

Port Delegation Rio de la Plata: it includes the port of La Plata.

Port Delegation Mar del Plata: it includes the port of Mar del Plata.

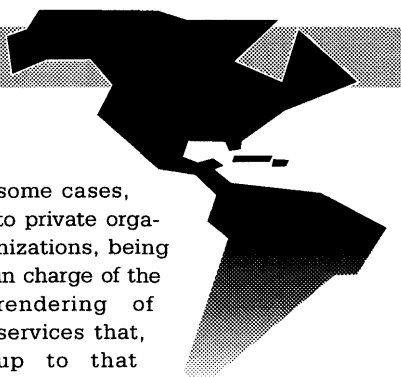
Port Delegation Paraná Inferior: it includes the ports of Campana, San Pedro, Zárate and San Nicolás.

Port Delegation Coronel Rosales: it includes the port of Coronel Rosales.

The transfer of these ports made the Province of Buenos Aires responsible for the rendering of a new service; for this, it was necessary to establish quick and efficient rules, and to risk decisions with the firm purpose of achieving a new economic benefit. It is important to know that the established legislation as regards ports in provincial jurisdictions, makes the reinvestment of all the benefits achieved compulsory, and they are destined to port infrastructure, and to the training, management, operation and investments of the ports.

Being in charge of the management and exploitation of ports, through which totally different goods are exchanged, has made it essential to encourage different measures according to the port by the sole port authority.

To make a short review from North to South, the ports which belong to the Delegation of Paraná Inferior and are at the side of the Paraná river are San Nicolás, San Pedro, Campana and Zárate. They are ports in which the main movement comes from the farming and animal husbandry activity that



is carried out in the region; there is also grain movement which comes by land from other provinces such as Santa Fe and Córdoba to be shipped abroad, as well as some minerals and steel.

As regards the ports that go to the south of the above mentioned, we have the ports of Olivos, San Isidro and Tigre, mainly sports ports, which belong to the Delegation of Dock Sud. From them, people carry out boat races that sometimes reach Punta del Este (Uruguay), and because of this the management of these Ports must be aimed to the presentation of a proper place that allow, the entrance of a different public, because activities are not for economic purposes but for entertainment in nature.

To get the proper infrastructure for these types of events the provincial authority of the port has to make a very significant investment, and the benefits obtained are not very significant. For this reason it has been decided to allow private concerns to manage and develop ports, and to do necessary construction by those interested.

This has been a choice made during the activity of the port management, not only in these ports but also in the port of Mar del Plata, located in the south of the province of Buenos Aires, which goes out through the Atlantic Ocean and which develops a very important fishing activity. This is the main activity, the exploitation of the port was bid for and it is on the previous state before it is granted. The specifications include the construction of the necessary infrastructure that the provincial authority could not possibly do in several years, considering very important the rendering of an efficient service through a proper entrance with a constant dredge and good piers to allow the pertinent operations to take place.

Between the sports ports and the last one mentioned above, we have the ports of Dock Sud and La Plata both having similar characteristics. They are ports which deal petrol and chemical products, the only difference being that in Dock Sud it is carried out the freight activity.

This port was divided from the Buenos Aires Port and as they are placed very near, the latter is a strong rival. This makes the Provincial Port Administration to arrange for very important investments, which up to now consists in the reparation of piers and in dredge activities, to make users of the Buenos Aires Port choose it to carry out the majority of the activities

which used to be done in the other port and for this reason, its management and exploitation needed a number of decisions which had to be taken very quickly.

This also makes the port authority analyze the costs and rates, in such a way that the rivalry is not exclusive consequence of the distance, but also of the rendering of a good service which gives benefits to both parts.

Now this port needs more investment because it does not have the necessary real and personal property in good conditions to be explored. So, the provincial authority had to make use of the funds which were obtained by exploiting other port, to invest in what was necessary to make it a good renderer of services.

This decision has highly overcome what was expected at the beginning of the management, making this port an important generator of benefits for our province. Anyway, taking into account the whole use of the port, one part was granted, and at this moment the concessionaire is starting the implementation of an important container terminal (the only one in the provincial jurisdiction).

The management of this Port Delegation has decided to carry out a very important dredging activity, to get a safe entrance for such big ships as petrol ships.

To the dredge activities mentioned, it has to be added important investments in the construction of a container yard, which will allow the transfer of general freight and the reconstruction of the central building with the idea of setting the provincial management.

So, this is the description of the efforts that the Provincial Port Authority has made and is making to achieve the rendering of ports services from different Port Delegations, which are directed by a Port Representative who, in turn, is under the responsibility of the Provincial Manager.

It is important to notice that the activities of the ports mentioned, before they were transferred, were carried out through an enterprise of the nation which worked separately from the Central Government. This allowed taking immediate decisions according with a proper port activity.

Anyway, the fact that they were all under the management of the Administración General de Puertos Sociedad del Estado, was not a good point in the development of these minor ports, because the benefits taken from them were invested in the improvement of

the Buenos Aires Port, which meant the deterioration of the others. The decision of transferring the ports included the human resources depending of the respecting the labor rights and working conditions acquired in the previous management, something that has caused a number of inconveniences to the Provincial Port Authority.

This is due to the fact that the Provincial Port Administration, responsible for the management and exploitation of ports, depends on the public management of the Province of Buenos Aires with a group of people in charge of all the management activities, who arranges the steps to follow by the different Port Delegations under its responsibility. The port management is done through different legislations which are intended to become only one in order to make the management easier.

After having described the management of the transferred ports directly to the province of Buenos Aires, we have to mention the management of Bahía Blanca and Quequén.

Before the transfer from the Nation to the Province, the Government demanded that both ports should be two autonomous Entities. For this, with the Law 11414 of the Province of Buenos Aires, consortia were set up to manage both ports as Entities of Public and Private Law, which practice the management and exploitation of the ports through a Directory, whose president is a representative of the Province of Buenos Aires.

In both the control over the real and personal property is still of the province, but the management and exploitation of the ports has been granted.

The Province of Buenos Aires practices the external auditorship, so that the port operation is carried out according to what has been established by the Provincial Port Authority. The management of both ports is independent from the rest of the ports, and the benefits obtained are totally reinvested to improve the rendering of services.

This is a different kind of management practiced in the Province of Buenos Aires, totally decentralized from the Government.

With all what has been mentioned above, the different forms of port management in charge of the provincial authorities have been stated.

It is important to notice that the latter is the best way of practicing port management, even when the rest is not carried out in this way.

For this reason, it is believed that the

practice of port management has to be independent form the Central Power; the Provincial Port Authority is working on the implementation of a project of an organizing structure which is intended to work in a decentralized way, and which allows immediate decisions for a good management, having the legal control done after the management actions and not before, as it is done in the present, being the Port Authority responsible for the proper administration of the benefits to get an efficient service.

New Policing Model for Canada's 6 Major Ports

CANADIAN Transport Minister David Anderson announced March 14 a new policing model for Canada's six major ports, and additional funding in the lower mainland of British Columbia to pay for both the transition and a new criminal intelligence unit.

According to Transport Canada,

The model is fully consistent with studies undertaken by the affected ports, in consultation with local law enforcement agencies, as well as with the Neill Report commissioned by the Attorney General of British Columbia.

Police services at the ports of Vancouver, Montreal, Quebec City, Saint John, Halifax, and St. John's are currently provided by Ports Canada Police. This police force operates under the direct authority of Canada Ports Corporation Headquarters in Ottawa.

The decision to adopt the new model will have the effect of abolishing the Ports Canada Police following the transition to new policing measures.

In the new model, basic security functions, such as access control, will be the responsibility of the ports; municipal police forces will ensure standard police service; and federal law enforcement will remain the responsibility of the Royal Canadian Mounted Police and Canada Customs for such crimes as smuggling and illegal immigration.

Mr. Anderson concurred with recommendations in the Neill Report that Canada Ports Corporation should provide \$1 million to the Vancouver Police Department to cover transaction costs.

Mr. Anderson also announced that

the Vancouver Port Corporation is prepared to contribute \$350,000 and Fraser Port \$10,000 annually for five years toward the establishment of an intelligence gathering task force at Vancouver to gather, analyze and disseminate information about criminal activity at lower mainland ports, as recommended by the Neill Report.

The plan to abolish the Ports Canada Police was outlined in the December 1995 National Marine Policy. When Mr. Anderson became Transport Minister early in 1996, he announced his intention to review this initiative so as to ensure that the levels of safety and security at the six major ports would be maintained or enhanced under the proposal.

Though timing may vary from port to port, Mr. Anderson has asked Canada Ports Corporation to have the new arrangements in place by the fall of 1997. (AAPA Advisory)

San Diego: Harborside to Manage Reefer Facility

IN a move to increase the year-round unitized and breakbulk refrigerated volume through the Port of San Diego's Cold Storage Facility, the Board of Port Commissioners recently approved concurrent marketing and operational management agreements with Harborside Refrigerated Services, Inc., a Tampa-based cold storage facility operator and stevedoring company.

The marketing agreement, which commenced March 1, calls for Harborside to provide its expertise in the evaluation of new cargo opportunities for the Cold Storage Facility and in the solicitation of the various international trades. Effective July 1, Harborside will assume management and provide stevedoring at the facility.

Harborside, with existing operations at the ports of Tampa and Houston, has been in the business of operating dockside reefer terminals since 1974. Focusing on the unitized and breakbulk trades, Harborside is recognized as an industry leader and innovator.

Since the opening of the San Diego Cold Storage Facility in 1993, the majority of the facility's throughput has been in the form of Chilean fresh fruit imports, which have been available on a seasonal basis. Through an aggressive marketing campaign, Port staff and Harborside intend to refocus efforts toward development of a year-round,

multi-cargo base and reestablish San Diego's reputation in the international reefer trades.

Senior Management at Montreal Reshuffled

MR. Dominic J. Taddeo, president and chief executive officer of the Montreal Port Corporation, is pleased to announce the following appointments resulting from a senior management reorganization.

Ms. Sylvie Vachon is appointed vice-president, administration and human resources, following a merger of the port corporation's administration and human resources departments. Ms. Vachon, who had been vice-president, human resources, since August 1993, takes over the administration responsibilities from Mr. Roger Dubé, vice-president, administration, who retired from the port corporation on April 1 after 37 years of service.

Mr. Jean Mongeau is appointed vice-president, legal affairs and secretary. He had been corporate secretary since November 1984. Mr. Mongeau is responsible for all port corporation legal matters and continues to act as the corporation's secretary for the board of directors.

Mr. Normand Fillion becomes vice-president, marketing and development. He had been vice-president, marketing, since January 1991. The new title reflects the importance the port corporation places on developing new business and broadens Mr. Fillion's responsibilities.

Mr. Michel L. Lesage remains vice-president, operations, a position he has held since January 1991. The operations department comprises technical services, planning and environment, the harbour master's department, railway operations and the grain elevator department.

Long Beach Reaffirms COSCO Terminal Plan

THE Port of Long Beach Board of Harbor Commissioners voted on March 24, 1997 to continue plans to build a 145-acre cargo terminal for China Ocean Shipping Co. (COSCO) on the site of the former Long Beach Naval

Station after reaffirming that the terminal project was the best use for the property.

Through a unanimous vote, the five-member board concluded that the benefits of the terminal override any adverse environmental impacts created by the project. The board also indicated that five years of public hearings failed to identify other economically feasible and legally permissible uses for the site.

"We have reached the same conclusion that the Long Beach City Council reached in December 1995. A cargo terminal is a logical use for the land. It is located adjacent to the Port of Long Beach, immediately accessible to the open seas, surrounded by industrial development and inaccessible to residential neighborhoods," said Harbor Commission President George M. Murchison.

"The terminal will generate badly needed jobs and revenues both during its construction and its eventual operation," said Murchison, a certified public accountant. "Like other cargo terminals within our port, it will contribute to the economic strength of all of Southern California."

Harbor Commissioners dismissed recent concerns raised in Congress regarding their plans to lease the terminal to COSCO, the national flagged shipping line of the People's Republic of China.

"COSCO has been operating in the Port of Long Beach with the full knowledge and approval of the U.S. government since 1981," Murchison said. "COSCO is one of the largest and fastest growing shipping lines in the world, and their ships call at seaports throughout the United States.

"It is wrong to ask the Port of Long Beach to discontinue a long relationship with a good customer because some people do not support trade policies established by our federal government. And it is absurd to suggest that COSCO's operation as a commercial shipping line poses a threat to U.S. security. COSCO is only one of many shipping lines that carries cargo between China and the United States, and it is regulated by the same federal agencies that oversee all international ocean carriers."

Harbor commissioners had previously approved the terminal project in September 1996, but were asked to reconsider their decision after environmental and historic preservation groups challenged the validity of the environmental impact report prepared for the project by port staff. In February, Los

Angeles Superior Court Judge Robert O'Brien upheld the validity of the EIR, but ordered the harbor commission to reconsider the project after concluding that the port had predetermined its support for the terminal before the EIR was completed.

Harbor commissioners voluntarily held a public hearing on March 12 to gather testimony regarding the terminal plan. Comments recorded from 96 speakers at the hearing were reviewed in separate reports prepared by port staff and City of Long Beach attorneys. Those reports and the EIR were considered by the board before taking its vote.

The reports countered suggestions to reuse the naval site for educational purposes. "Long Beach City College and the California State University system expressly disavowed any interest in developing a campus at the former Naval Station," the staff report stated. "The Long Beach Unified School system recently opened a new campus nearby on former Navy housing property, and therefore has no interest in the site. Federal maritime agencies had an opportunity to develop a maritime academy at the site before the property was declared surplus and declined to do so."

The report also dismissed suggestions to reuse the site for commercial or recreational purposes either because the suggestions lacked necessary financial support or because they failed to comply with California law which requires Long Beach to use coastal property for water-dependent activities.

"Some creative suggestions surfaced at the March 12 public hearing and at previous public forums," Murchison concluded. "But the ideas were just that - proposals that lacked financial backing or legal justification. The port's proposal will be financed with revenues paid by shipping companies at no cost to the taxpayers."

A previous public hearing was held by the U.S. Navy in September 1996 after preservationists protested the port's planned demolition of 50-year-old naval buildings to make way for the terminal. The City of Long Beach held 13 public hearings and meetings in 1992 and 1993, and an additional 13 public meetings and hearings were held in 1995 as part of the city's reuse process for the naval station.

The Long Beach Naval Station was placed on the federal base closure list in 1991 and was shut down by the Navy in 1994. It is located on land previously owned by the City of Long Beach and deeded to the Navy for \$1 in 1940.

Under the Long Beach Tidelands Trust, this land must be returned to the city.

The Port of Long Beach functions as the City of Long Beach Harbor Department, but is financially self-sufficient in accordance with California law. The port operates with revenues charged of terminal operators and shipping lines and is governed by a board appointed by the Long Beach Mayor and confirmed by the City Council.

Under the terms of a previously approved lease with COSCO, the shipping line will pay a minimum of \$14.5 million per year to lease the terminal, which will remain under the control of the Port of Long Beach. Staff reports indicate that projected cargo volumes through the terminal are expected to generate \$18.5 million to \$22.5 million in annual port revenues and an estimated \$1 million in annual tax revenues.

Terminal construction is expected to generate some 2,000 jobs. A similar cargo terminal under construction in the Port of Long Beach for a Korean shipping line has generated work for 36 engineering and design firms, 32 prime construction contractors and an estimated 55 subcontractors. The terminal also is expected to generate employment for 300 to 600 union and management employees after it opens. The union employees are members of the International Longshoremen's and Warehousemen's Union, one of the strongest and most highly paid labor unions in the nation.

All port terminals are open to inspection by Port of Long Beach harbor patrol units, the Long Beach Police Department, the California Highway Patrol, the United States Coast Guard and U.S. Customs. Union and management employees have ready access to all areas of the terminal.

Commissioner Murchison criticized recent attempts to link COSCO to illegal shipments of firearms through the ports of Oakland and Long Beach. Although arms entered Oakland last year on a COSCO ship, the shipping line was not charged in the incident. U.S. Customs officials have indicated that a recent shipment of arms thorough Long Beach did not arrive on a COSCO ship.

"Carriers do not have the authority to open and inspect sealed containers that are placed on their ships by private shippers," Murchison said. "They must rely on the data listed on the ship's manifest which indicates the content of each container."

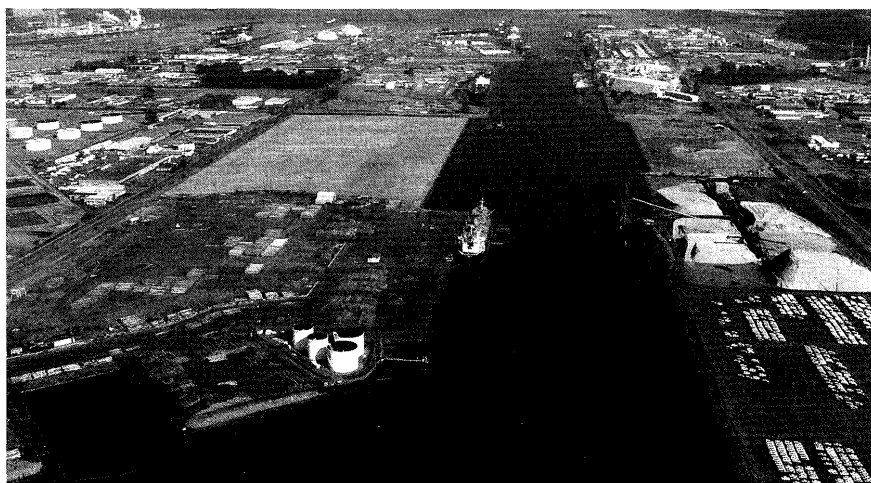
Murchison further quoted from a recent letter sent to the port from Western Overseas Corporation, one of

the largest freight forwarding and customs brokerage firms in the United States. That letter indicated, "Absolutely no one other than Customs (except the Coast Guard, the Fire Department, or a police agency in the event of emergency) is allowed to open or examine the contents of any container until it is properly inspected and cleared by U.S. Customs."

The harbor commissioner also refuted published reports regarding COSCO's safety record. He quoted from a letter sent to the port from K.W. Keane, Commander of the U.S. Coast Guard Marine Safety Office in Los Angeles-Long Beach. "We have, at present, no reason to believe that COSCO vessels are less safe than other shipping companies operating in the Ports of Los Angeles and Long Beach," the letter said.

The Coast Guard noted that COSCO was commended, through a letter of recognition, for the results of recent inspections on three COSCO vessels. The shipping line also was awarded a Coast Guard public service commendation in April 1996 for rescuing a U.S. mariner in distress during a raging Pacific storm 1,600 kilometers west of San Francisco.

Murchison finally quoted from a letter received from the Marine Exchange of the Los Angeles-Long Beach Harbor, which operates in conjunction with the Coast Guard to track vessels entering the harbor. Captain M.H.K. Aschmeyer, Executive Director of the Marine Exchange wrote about COSCO, "Their vessel operations in our area have always been of the highest caliber of professionalism and safety. We note that they are always most cooperative and make special efforts to comply with our procedures. COSCO has an outstanding record with us".



The Port of Tacoma's Blair Waterway will be Hyundai Merchant Marine's new home in the Pacific Northwest. The site of Hyundai's future terminal is on the left side of the waterway in the center of the photo.

President Jack Fabulich. "This is the start of a whole new phase of Port expansion and development." The Port laid the groundwork for new developments on the upper Blair by completing a broad range of projects, including: major dredging, deepening, environmental clean-up on the upper Blair, the Puyallup Tribal Settlement, the opening of the new SR 509 corridor, and the removal of the Blair Bridge.

Under the terms of the lease Hyundai will start with a 50-acre terminal and a dockside intermodal rail yard. A total of 10 acres will be added to the terminal within the first five years, and Hyundai has the option to expand the terminal to 100 acres. The Port already has acquired all of the permits necessary to begin construction.

"The agreement works well for the Port of Tacoma and for Hyundai," Fabulich said. "It keeps Hyundai's Pacific Northwest operations in Puget

Sound, and gives them a prime terminal location with the potential to expand to meet future growth needs."

Terminal construction activity is expected to create 206 jobs in Pierce County over a period of two years. Hyundai terminal operations currently account for 420 direct port industry jobs in the State of Washington. Once the new terminal is built, about 70 percent of those jobs (294) will be in Pierce County. Total direct wages connected to jobs generated by Hyundai's presence are expected to exceed \$14 million annually.

Based in Seoul, South Korea, Hyundai is one of the world's major container shipping lines and is the sixth largest container shipping line serving the United States. Hyundai operates the largest container ships currently calling United States ports, with vessels that have a capacity of 5,551 twenty-foot shipping containers.

Tacoma Commission OKs Hyundai Terminal Lease

THE Port of Tacoma Commission has unanimously approved a 30-year lease with Hyundai Merchant Marine (America) for the West Blair Terminal on the upper Blair Waterway. Under the agreement, the Port will build a \$60 million terminal for Hyundai, which will be ready for use by July 1999.

"This is the first step in realizing the full potential of the upper Blair Waterway," said Port of Tacoma Commission

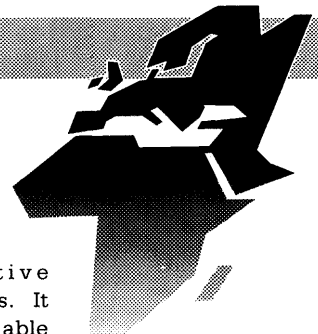
Africa/Europe

Amsterdam: Roofed-in Transshipment Terminal

THE port of Amsterdam is to be the first European sea port with a roofed-in transshipment terminal. The Amsterdam general cargo stevedore Waterlandse Havenbedrijven BV (WHB) and the Amsterdam Port Management will build an "all-weather" terminal for covered loading and unloading of coasters with moisture-

sensitive products. It will be able to handle transshipments of 500,000 tons a year. Their terminal will be operational on the Westhaven at the end of the year.

"The new terminal will reinforce our



general cargo capabilities," explains Executive Director of the Port Management, Godfried van den Heuvel. "The terminal will stimulate more environmentally responsible transport by inland vessels and rail and thereby lessen loads on the roads."

According to Dick Broeder, Managing Director of the Waterlandse Havenbedrijven BV, the terminal is a proactive initiative to increasing quality demands for transshipment in this cargo sector. "The new terminal is competitive and will not only score on the steel market but also in the food-stuffs, wood and paper sectors."

Market research indicates that roofed-in loading and unloading of moisture-sensitive products such as steel, paper, and wood products offers considerable benefits. The quality of goods handled would be assured with no effects from the weather. The environmental issue of using less packaging materials could also be important. Roofed-in terminals represent an improvement in efficiency and a cost-saver for transshipper as well as terminal management. Loading and unloading can take place in any weather.

The new roofed-in terminal will be on the north-west bank of the Westhaven

and be equipped with overhead traveling cranes. The extended reach of these units will allow covered removal from a coaster and direct transshipment to inland vessels and trucks and vice versa.

With an eye to reduced costs, greater speed and the ability to load and unload 24-hours-a-day under any conditions at a terminal where water, rail, road and storage facilities come together, makes the new terminal a good option for road transport. Market

research indicates that, with this new terminal, goods flows currently using the road could profitably make use of transport by rail or water. In particular since transport by coaster is already a competitor of road transport.

The Waterlandse Havenbedrijven is expected to leave its current location on the Vlothaven and move to the new roofed-in terminal at the Westhaven by the end of the year. Total investment in the terminal will amount to some NLG 14 million.

Financial Statements of Port of Helsinki 1996

IN 1996, overseas goods traffic via the Port of Helsinki increased by 3 per cent to 9.6 million tons and the total goods traffic by 2 per cent from the level of 1995. It now totals 10.4 million tons. Total exports and imports of general cargo were 7.5 million tons, an increase by 6 per cent compared with the preceding year. Approximately 97 per cent of general cargo is transported in containers. The use of trucks and trailers in freight of general cargo

increased by 12 per cent and the number of containers (TEU) by 9 per cent as compared with the year before.

Passenger traffic increased to nearly 7.6 million passengers. The growth amounted to 3 per cent. The service between Helsinki and Stockholm was on the level of the year 1995, whereas traffic to and from Tallinn increased by approximately 6 per cent. Also the number of vessels calling at the port grew favourably: the total net tonnage of vessels increased from the level of 1995 even if the number of visits decreased somewhat.

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In 1996, the turnover of the Port of Helsinki was 381.4 million marks. From the beginning of the year the Port cut cargo charges in exports by an average of 7.5 per cent. The operating profit was 192.5 million marks and the surplus of the accounting period was 37.3 million marks. The operating margin was 50.5 and the surplus calculated from the turnover, 9.8%.

Last year, the Port of Helsinki invested 57.9 million marks. Among the biggest investments were an extension of Saukko Quay and a container crane for this quay, an enlargement of the passenger halls at Makasiini Terminal, and the VTS System.

Le Havre/Lyon Shuttle: Monthly Traffic Increases

THE Le Havre/Lyon rail shuttle was created to meet the real need of the various partners of the port of Le Havre (shipowners, ship's agents, forwarding agents and port authority) and in response to their common will of consolidating container flows to or from the second most important French economic region, in close cooperation with the Customs Board and further to the request made by the people of the Lyon Region professionally engaged in port trade.

In order to carry out this project, the Port of Le Havre has gone into partnership with the "Compagnie Nouvelle de Conteneurs". The latter organises and markets the intermodal transport of containers and swap bodies, either for seaborne or land containers.

That is how the shuttle was born, with a loading capacity of 60 TEU, which makes it possible to link directly Havre port terminals to the CNC platform of Lyon-Vénissieux, with three inward trips and two outward trips per week and an arrival at destination within very short times; for departures from Le Havre, on Tuesday, Thursday and Saturday (delivery deadline 9.30 a.m. South terminal and 10.30 a.m. North terminal), the shuttle arrives in the CNC platform in Lyon on Wednesday, Friday and Monday (for a delivery from 4.00 a.m.)

In the other direction, departures from Vénissieux are provided on Wednesday and Friday (delivery deadline 10.55 a.m.) to arrive in Le Havre, the respective following days (for a delivery from 6.00 or 7.00 a.m. according to the terminal concerned).

The Le Havre/Lyon rail link which came on stream on 11 June 1996 has been undergoing growing success from that time as the monthly traffic results between the Ocean Gateway and Lyon have recorded an increase by about 60%. These excellent results are partly related to the very high involvement of Le Havre's port partners and their Lyon's representatives, as the trade recorded by the grouping of the various principals carried out on 17 July 1996 accounted for nearly 40% of the shuttle total results during the six months of operation in 1996.

This new product enabled the Lyon Region to strengthen its position of second hub served by rail to or from Le Havre. As for the filling rates, the results are also particularly encouraging, as the year 1996 showed an average of 70%, and we can be quite hopeful for 1997 as, from the first weeks of operation, the record rate of 80% is already noted.

Call Frequency High At Port of Le Havre

IF the number of liner shipping services offered by main shipowners and consortia is added up on the Round-The-World (6), North-Atlantic (9) and the Far-East routes (18), a total of 33 potential calls in each main European port on the East to West shipping route is reached.

The Port of Le Havre can provide an excellent call frequency with 25 calls as it is the second European leading port after Rotterdam which offers a total of 27 calls.

Then, there are the following ports, Felixstowe (20 calls), and Hamburg (19), Antwerp (14), Bremen (11) and Southampton (9).

In detail, Le Havre is number 1 on the Round-The-World service with 6 calls, number 2 on the North Atlantic with 6 calls also to 7 for Felixstowe, 3 on the Far East with 13 calls to 17 for Rotterdam and 14 for Hamburg.

Training Programmes Accessible on Internet

SAFETY NET is a research programme aided by the European Community which is designed to prove that new technology such as Internet, video-conference, etc. can be

used in the training field: it is focused on safety as the central topic (safety in hazardous industries, in all the sectors in which safety critical work is involved).

The Port of Le Havre Authority, with its port training institute, "IPER", participates in this world programme like many other European partners, which can be either training centres, ports or oil companies, to mention only a few ones, from various origins: British, Norwegian, Portuguese, Danish, Greek, Irish, Dutch, Finnish, Spanish and French.

Within this framework, the Port of Le Havre Authority has participated in two training programmes, accessible on Internet, owing to a server managed by the British Company "Transcend Technology Ltd". After entering a code, the trainee gets access to the training programmes which provides assessment and checking tests, in addition to the courses themselves. These two programmes are as follows:

1. Handling of dangerous goods: Intended for the people in charge of coming close or very close to dangerous cargo (code reading, ship loading...) and having to be fully aware of the regulations applying to these products;

2. Communication between the personnel ashore and on board ships and the crane operators: this programme is designed to meet two objectives:

- to ensure that the signs used by dock workers are in line with the way the people they are destined to (crane operators) understand them when (un)loading ships; and

- to train these very persons to radio communication (use of VHF).

At the same time, a world forum was launched on Internet which groups together all the programmes worked out by the various partners. It allows to develop new concepts, makes it possible to exchange data and deepen knowledge, facilitates contacts and commercial collaboration.

Its address, (URL, Uniform Resource Locator) is:

<http://www.trans-techranscend/forum>

Port of Hamburg – Hub of a New Millennium

COMPETING in today's competitive world trade means, among other things, getting your goods to the right port. Here are some reasons why you should choose the Port of

Hamburg.

1 Get as close to your primary market as possible. The greater Hamburg area offers you a market of 16 million people with a high purchasing power and a hinterland with 400 million inhabitants. If other parts of Germany, Austria, Switzerland, Scandinavia and/or the former East Bloc countries are your markets you should make Hamburg your Port of Call.

2 Choose a port that has facilities to handle your cargo. Port of Hamburg is German's biggest port and the fourth biggest in Europe. In terms of containers Port of Hamburg ranks seventh in the world and second in Europe. Hamburg port operators can handle any type of cargo, may it be grain, coffee, fruit, raw lumber, machinery or containers.

3 Choose a port with diverse land transportation capabilities. Having a choice as to the transportation mode you can use to get to your final destination can often mean the difference between profit and loss. The Port of Hamburg is situated in the heart of Europe at the cross-roads of the continent's main traffic routes. Fast motorways, a modern rail network and inland waterways link Hamburg with its hinterland.

Each week more than 200 intermodal train shuttles leave the Port of Hamburg destined for international European destinations such as Switzerland, Austria, Hungary, the Czech Republic, Poland, the Ukraine, Russia etc. and more than 250 block trains per week leave the port for German commercial centres.

These fast, direct rail connections all have guaranteed, fixed schedule times, moving your cargo safely, reliably and just-in-time to its final destination. No other European port can offer you rail links to Warsaw, Prague, Vienna and Budapest every week day. That is why the majority of the global container consortia have selected Hamburg as their most easterly port of call in the North Sea.

The Port of Hamburg is the largest rail container-handling centre in Europe. For some 20 years now container trains have been put together at the container terminals in and around Hamburg. In the domestic battle between carriers for long-distance traffic to and from the port, the rail has a market share of over 70%.

The intermodal rail shuttle is just one of the transport options available to shippers in Hamburg. Others include road, inland shipping, shortsea/feeder,

ro/ro-ferry. There are eight to ten departures of feeder vessels a day offered to other European ports, particularly to Scandinavia, Great Britain and the Baltic states. With such high frequency of departures Hamburg is the leading Continental seaport of many routes.

Hundreds of carriers offer reliable, regular distribution to any corner of Europe – just in time.

4 Stay away from traffic jams. Port of Hamburg offers 24-hour service without waiting times.

5 Make sure the port has the storage facilities you need for your cargo. The Port of Hamburg has more than 2 million sq.m. of covered storage space for general cargo including

- large scale warehouses and silos for coffee, cocoa, tea and breakbulk general cargo
- modern, computer controlled high-bay warehouses with service areas for order picking and processing high value imports
- refrigerated and air-conditioned warehouses for the food and non-food sectors
- high security warehouses of precious metals, microchips and chemicals.

Besides, the Port also has more than 3 million sq.m. of firm open-air sites for general cargo, some 350,000 sq.m. of storage space for bulk cargo, more than 1 million tonnes of silo capacity for suction cargo and more than 6 cbm of tank-farm capacity.

Duty-free storage and customs clearance are a matter of course in Hamburg. Port of Hamburg companies synchronize, coordinate and control all your logistics operations on the continent from modern distribution centres for any kind of goods.

Hamburg 'Interface' for Germany-Indonesia Trade

AT a workshop for Indonesian transportation professionals in Djakarta on April 17, 1997 held in cooperation with the Hamburg Business Development Corporation (HWF) and entitled "Success on the European Union markets via the Port of Hamburg", Port of Hamburg Marketing and Public Relations (Regd. Ass.) (HHVW) will underline the importance of the Republic of Indonesia for the Port

of Hamburg.

With its port and numerous import and export firms, consulates, banks and insurance companies, the Free and Hanseatic City of Hamburg is the central interface of commerce between Germany, its many neighbouring countries, and Indonesia. Germany is Indonesia's most important European market. In 1995 trade volume reached US\$4.46 bill., an increase of 75% over 1990. Indonesian exports to Germany in 1995 totalled US\$ 1.3 bill.

By way of comparison, in 1989 the figure was only US\$493 mill. German exports to Indonesia rose from US\$920 mill. in 1989 to US\$2.3 bill. in 1995. Indonesia is one of the most dynamic economies in South-East Asia.

In 1995, 436,000 tonnes of goods were transported by sea between Hamburg and Indonesian ports, of which some 300,000 tonnes was bulk cargo. The rate of containerization in breakbulk traffic was "only" 25.3% (Port of Hamburg total over 80%). This is due primarily to the fact that most of the box traffic is handled via Singapore, so that only 3,000 TEUs were shipped between Hamburg and Indonesian ports.

However, combined direct and indirect container traffic was far more than 50,000 TEUs. In total, the Port of Hamburg handled 1.14 million tonnes of cargo for Indonesia in 1995 (German foreign trade and transit traffic), including about 510,000 tonnes of breakbulk traffic.

The most important German export goods were nitrate fertilizer, scrap iron and waste paper, while imports were vegetable oils and fats, copper ore, oil cake, raw cocoa, veneer and wood articles, and rubber.

The dominant categories in transit traffic were paper, cardboard and plastics (outgoing) and rubber (incoming). In the first half of 1996 about 94,000 tonnes were transhipped for Indonesia via Hamburg and about 482,000 tonnes in German foreign trade.

Almost 20% of the Indonesian cargoes transhipped in Hamburg are transit traffic. Along with the efficient service provided by its port operators, the Port of Hamburg offers Indonesian shippers, forwarders and shipping lines the decisive advantage of an excellent infrastructure of hinterland connections, by rail, road, feeder vessel and inland waterway.

Hamburg's cargo-handling companies have shown a notable commitment in this area, entering into joint ventures with forwarders and railway companies to establish a number of

new direct block-train connections between Hamburg port terminals and cargo-handling centres in Poland, Hungary, the Czech Republic and Austria.

Today there are at least five weekly departures to all the important industrial and trade centres in Hamburg's hinterland (e.g. Warsaw, Prague, Budapest, Vienna, Salzburg, Milan, Munich, Basle). This is backed by 8-10 daily feeder vessel sailings for other European ports and countless road haulage options.

The increased effort on the part of Indonesian exporters to win new markets in Central and Eastern Europe also offers interesting new opportunities for Hamburg warehousing and distribution operators.

The expansion of the Indonesian infrastructure, including ports, has the potential for more project cargo via Hamburg as well as new business opportunities for the Hamburg consulting industry. To create the conditions for a good, mutually beneficial partnership, the existing relationships must be maintained and improved, for the benefit of all concerned. The Port of Hamburg will do its part, and step up its involvement in Indonesia.

Hamburg: Bridgehead for ROK's E. Europe Trade

TOGETHER with Hong Kong, Singapore and Taiwan South Korea is one of the so-called "four tigers", the most developed states in Asia after Japan. South Korea was almost totally destroyed in the Korean War (1950-53), but only 30 years later it had catapulted itself into the ranks of the industrialized nations. It is now one of the most important partner nations of the Port of Hamburg. The Republic of Korea is Germany's second largest East Asian export market, and the fourth most important supplier country.

In 1995 the Port of Hamburg handled 1.54 million tonnes of cargo for Korea. Export traffic (from Hamburg) accounted for 1.1 million tonnes, while imports (to Hamburg) constituted 416,000 tonnes. 293,000 tonnes were bulk cargo, mostly grain and rolled iron and steel wire. 947,000 tonnes were containerized breakbulk cargoes.

Breakbulk traffic with Korea is about 95% containerized, with a slightly higher rate for incoming than for outgoing traffic. The difference is due to the dif-

ferent nature of the cargoes – imports from Korea consist in large part of electrotechnical products, textiles, hardware, rubber and plastic goods, office machinery, automobiles and car parts. Exports to Korea are often machines and other capital goods which cannot always be shipped in containers, as well as chemical, iron, steel and automotive industry products.

In the first half of 1996 sea-borne goods traffic with South Korean ports totalled more than 642,000 tonnes, of which about two-thirds went to Korea and one-third came from Korea. The most important categories of goods were (leaving Hamburg) machinery, rye and basic chemicals and (arriving in Hamburg) electrical products and machinery.

Sea-borne goods traffic between Hamburg and South Korea tripled between 1990 and 1995. Container transshipments for South Korea in 1996 totalled some 115,000 TEUs. More containers for Korea are handled in Hamburg than in Bremen or Rotterdam – Hamburg is the clear market leader. The volume of German foreign trade with Korea passing thorough Hamburg rose 7.3% in exports and 5.9% in imports in the first six months of 1996 alone. If bulk goods are subtracted from the total, exports rose by 12.4%!

Hamburg is important, not just as the largest German port for German-Korean trade, but also as a bridgehead for Korea's foreign trade with Scandinavia, Austria and the former Comecon countries. The big Far East vessels unload

their cargoes onto feeder or inland waterway vessels, trains or trucks, and vice-versa.

Eastern Europe is an expanding market for South Korean exporters, with double-digit growth. 60,000 tonnes passed through the Port of Hamburg destined for Poland, Hungary, Russia and the Czech Republic in 1995, three times the volume of only three years previously (1993). Further substantial growth is expected for 1996. All told, 1995 transit traffic destined for Korea reached 162,000 tonnes, while that coming from Korea totalled 138,000 tonnes.

The Korean shipping companies are an important economic locomotive for the Hamburg port economy, in particular the HHLA Burchardkai and the EUKAI Container Terminal. Some 45 South Korean firms have located in the Free and Hanseatic City of Hamburg, including shipping firms such as Hanjin (European head office) and Hyundai (German head office) and many trading firms.

South Korea's continuing economic growth, the export offensives of the big manufacturers in East Europe in particular, and the expansion strategies of the three leading Korean shipping lines Cho Yang Shipping, Hanjin Shipping and Hyundai Merchant Marine will all bring increased transshipment business to the Port of Hamburg. However, prognoses for 1997 expect weaker growth in goods traffic between Korea and Northern Europe, parallel with weaker growth in Korea itself.

Cork Terminal Capacity Doubled as Traffic Grows

ONE of the major success stories at the Port of Cork in recent years has been the relentless development of its container business.

This traffic increase has grown in tandem with improvements in facilities to cater for the demands of an exacting and competitive sector.

Three years ago the Port of Cork invested £2 million in deepening the approach to the Tivoli Container Terminal. This enabled vessels in the 500 t.e.u. category to access or depart the Terminal at all stages of the tide.

This investment was undertaken against a backdrop of rapid technological development and increased competitive pressures which have seen typical

shortsea container ships increase over a short period of time from a little over 200 t.e.u.'s to over 700 t.e.u.'s.

In addition to dredging the approach channel to 6.5m C.D., the Port of Cork has met these challenges head on by embarking on a £5.9 million programme which involves a near doubling of terminal capacity and investment in four new straddle carriers.

Container berthage has been extended and container marshalling areas are being increased. The entire project qualified for E.U. Cohesion and Structural Funds' assistance with the balance of the investment coming directly from the port authority's own resources.

Meanwhile container traffic has continued to grow apace with an increase of 9.9% to 65,000 t.e.u.'s recorded for the calendar year 1996. Significant features

of the shortsea container trade last year were the movement towards rationalisation of carriers and the ship sharing arrangements entered into by competing lines.

Regular container lines HKCIL, Eucon, BG Freight, Bugsier and Seawheel/Rheintainer service continental ports including Rotterdam, Antwerp, Le Havre and Hamburg on a frequent and efficient basis and there are transshipment facilities to all deepsea market.

(Portlines)

Sines: New Transshipment Terminal in 2 Phases

THE Port of Sines, with a throughput of 20 million tons a year is the major Portuguese port. Presently the port is specialized in liquid bulk (petrol and petrochemical products) and solid bulk (coal), incorporating unique potentialities for the development of a large Container Terminal dedicated to containerhips of new generations with capacities above 6,000 TEU's.

The potentialities result from a privileged geostrategical location, in the

invest either in first dredging or maintenance dredging;

- No access restrictions to the port by sea, presenting very reduced times relating to the arrival/mooring or the departure of the ships;
- Lack of urban pressure and relevant environmental restraints;
- Easy port expansion and reclamation of embankments with direct access to the road and rail system; and
- Existence of a modern port and labour organization, efficient and economic, including available means of technology, capable of easily supporting new traffic.

Taking into consideration these conditions, the Port of Sines Authority (APS), with the support of the Cohesion Fund of European Union, contracted the study and design of the Container Terminal, aimed as a hub transshipment terminal to be operated by a megacarrier shipping company; this Terminal will be located at the Southern Zone of the Port of Sines and its development is foreseen in two phases, according to the following scheme, notwithstanding the possibility of future expansions which can achieve a length of 2.5 km of quay.

	DEVELOPMENT	
	PHASE I	PHASE II
Length of quay and draught	600M with - 16.0M 260M with - 12.0M	+320M with- 16.0M
Nr. of wharves and type of ships	2 Megacontainerships (8,000 TEU's) 1 Panamax (1,500 TEU's)	+1 Megacontainerships (8,000 TEU's)
Container parking	50 ha	80 ha
Estimated downtime	Less than 6 days/year	Less than 6 days/year
Estimated handling capacity	600,000 TEU's/year	1,300,000 TEU's/year
Estimated investment with infrastructures	100 million US dollars	+40 million US dollars

crossing of the main container route, East-West (Far East-Middle East-Mediterranean-Atlantic) with North-South (Europe-South America-West Africa-Cape Route) associated with appropriate conditions of the port such as:

- Deep draughts exceeding 16 meters, adequate for the construction of quays to serve the major projected containerhips (8,000 TEU's) without the necessity to

On the basis of this programme APS will soon be contacting potentially interested shipping companies eventually interested in developing this new Terminal according to a scheme of risk partnership of the Project Financing type in accordance with the formula BOT (Build, Operate and Transfer).

New Constantza Projects For the Third Millennium

1996 - Traffic Analysis

IN 1996 the global traffic of the port of Constantza reached 44.215 mil. tons, up 2.07% over 1995. While the maritime throughput was almost stagnant (-0.1%), the river traffic increased by 12.3% showing the importance of the direct access to the Rhine-Main-Danube corridor via the Danube-Black Sea Canal.



Out of the maritime throughput, general cargo increased by 8.0% and solid bulk cargo by 3.3%, while liquid bulk cargo (mainly crude oil and refined products) decreased by 7.0%, due to the shortage of resources for the import of crude oil. Within the solid bulk cargo, the cereals trade saw an outstanding increase both for the export/import operations and transit. Speaking of transit traffic bound to Eastern and Central Europe, mention should be made that it increased by 51.2%, showing the trend to turn the port into a transit hub of the Black Sea area.

Out of the river traffic the solid bulk cargo, mainly iron ore and non-ferrous ores, cereals, coal, cement, steel products increased by 13.9%. Also, the transit traffic bound for Eastern and Central Europe increased by 44.2%.

The container throughput which was very dynamic during last year saw a further increasing by 20.5% in terms of TEUs.

Development Projects

Bearing in mind the acceleration of the economic reform in Romania and the will of the new Government to facilitate foreign investments, the Port of Constantza is working to attract important investments in the near future. The potential investors may set up joint ventures with the existing port operators (which are private commercial societies or in the process of privatization) in order to modernize the existing terminals, or to invest in new projects.

The most important new projects on short and medium term are the following:

A container terminal with a final capacity of 750,000 TEUs per year is to be built in the South Port. As the concept of load-centering is very applicable to the container trade, it is anticipated that container lines and shippers will select in the near future a load centre

for the Black Sea area. In order to meet the requirements for such a position, the Port of Constantza has planned to develop the new container terminal, of which first phase is foreseen to be put into operation in 2001.

The total cost for the first stage, including the handling equipment for the yard, buildings and other facilities, is estimated at US\$130 million. According to the study worked out by the team of OECF-Japan-Special Assistance for Project Formation, the first stage will put into operation a handling capacity of 337,000 TEUs/year (two berths, total length of quay 625m, depth 14.5m, three gantry cranes of 50t each, stacking yard of 90,000 sq.m, container freight station of 5,000 sq.m).

The development of an LPG terminal is also considered in the short and medium term following the Government policy to assure the energetic independence of Romania. The project will be developed by a joint venture company with Romanian and American capital. At the first stage the above facility will have a capacity of 1 mil. tons/year and will serve mainly the needs of the Romanian economy, but in a later stage a distribution activity towards the bordering countries and Central Europe will be possible as well.

Following the study worked out by the World Bank which analyses the prospects of the trade with cereals in Romania, Bulgaria and Hungary, new facilities are considered necessary along the Danube and in the ports of the Black Sea, in order to meet the

demand in the short and medium term. Relying on the financial assistance of the World Bank which recently visited Constantza Port Administration, a new storage and processing facility for cereals in the South Port is planned, close to the entrance to the Danube-Black Sea Canal. In the first stage a silo with a capacity of 100,000 tons will be built and in a later stage the storage capacity could reach 300,000 tons/year and the annual traffic 5 million tons.

A new emerging traffic in the Black Sea area is the passenger traffic. Due to its geographical location and to the touristic potential the Port of Constantza is planning to attract in the near future about 15,000 passengers per year. A passenger station will be built between the Royal Pavilion and the old Lighthouse. This complex is thought to return to the city a part of the old port, in an attempt to better harmonize the urban and port functions.

Another important project in the short and medium term is the computerized information system NEPTUN, based on EDI and designed to serve firstly the needs of Constantza Port Administration, and in a later stage the needs of the entire port area. At this level NEPTUN will enhance the effectiveness of using the port facilities and the human resources, resulting in lower costs and more reliable port operations.

The above-mentioned developments will support furthermore the capability of the Port of Constantza to cope with the third millennium challenges.

transport. This has involved an 18% reduction in rates. APB has also applied other reductions to the rates for bulk carriers, tankers, regular liner services, vehicle carriers and cruise ships. This had prompted the management to forecast a drop in income of 1,762 billion pesetas – 15% of the total services sales figure registered in 1995 – but this was eventually reduced thanks to the increase in port activity in 1996.

Finally, owing to the increase in the number of calls and the increase in goods traffic, 5% and 4% respectively, the drop in operating income was only around 556 million pesetas.

Financial results improved considerably thanks to the renewal of a loan at a lower interest rate, flat cancellation of a 3,000 million peseta bank loan from 1995 and the positive state of financial reserves.

Resources generated by cash-flow operations amounted to 5,693 million pesetas, an increase of 147 million (3% in relative terms) with respect to the previous year. Also, in 1996, the Port of Barcelona contributed the net sum of 500 million pesetas to the Interport Contribution Fund.

By areas, apart from trade with Europe which showed a slight drop in 1996, the Western Mediterranean, the Black Sea and North and West Africa were responsible for the majority of the Port of Barcelona's traffic. Trade with Central and South America also increased considerably, even though the figures are still not very significant when compared to the total.

There has been quite a variation in the way trade volumes by region have fluctuated. For example, Barcelona's trade with the Persian Gulf and the Arabian Sea has increased by 155%. However, the Far East and Japan, with a figure of 1,260,000 tonnes, has only increased by 1%.

Barcelona: Goods Traffic Up, Income Drops

IN 1996 the Port of Barcelona achieved a record in total goods traffic of 24.06 million tonnes, an increase which, in the case of container traffic, saw throughput exceed 765,000 TEU, an 11% increase compared to 1995. Total goods traffic increased by 4%, an especially noteworthy figure when compared with the decrease of 3.81% in traffic experienced by Spanish ports as a whole.

However, income corresponding to goods traffic in the Port of Barcelona dropped to 1,656 million pesetas, 24% less than the previous year. This considerable decrease is due to the policy of reduced rates applied in 1996 by min-

isterial order to all Spanish ports. Despite the fact that this policy has reduced the principal source of income, the Barcelona Port Authority (APB) managed to improve on its 1995 economic results.

The profit and loss account of the Port of Barcelona registered an annual profit of 2,108 million pesetas, an increase of 26% over the previous year. This favourable situation is mainly due to the increased financial profits which amply compensates for the decrease in operating profits – 18% – and increases profits from ordinary activities (operating profits + financial profits) by 27%.

The rates policy follows a trend of cost reduction related to maritime transport in order to improve competitiveness with respect to other forms of

Göteborg to Handle Fiat and Alfa-Romeo Cars

FIAT and Alfa-Romeo cars have been added to the flow of cars imported via the Port of Göteborg. The dock-side pre-delivery inspection facility commissioned in 1996 has proven to be an attractive component in the car port package offered in the Skandia Harbour.

The Italian makes have had moderate sales in Sweden for several years. They

have been using road transport from Italy to Sweden, but now there has been a switch to sea transport. The ro/ro vessels of Grimaldi Lines take the cars from Italy to Göteborg every ten days, where the cars are prepared for Swedish market demands and distributed by rail.

Also, Renault cars for Finland are now treated at the Skandia Harbour PDI facility. The cars arrive from Ghent via Tor Line vessels and move on by rail.

The number of cars imported or exported via the Port of Göteborg last year was 230,000, making Göteborg the leading car port in Scandinavia. Makes include Volvo, SAAB, Hyundai, Mazda, Suzuki, Renault and different US makes as well as Fiat and Alfa-Romeo.

Luxury Cruise Liner Calls at ABP's Cardiff

THE 9,470-tonne Portuguese cruise liner, m.v. *Funchal*, recently sailed from Associated British Ports' (ABP) Port of Cardiff with 420 passengers on board for a 12-day, seven-stop

tour of Europe and North Africa. It is the first cruise liner to sail from the port in many decades.

The fully-booked cruise is Festive Holidays' first of three cruises from Cardiff this year. The port was chosen for its modern passenger-handling facilities, high-quality of service, deep-water berths and easy access to the country's major cities and attractions.

Rob Gravesock, Port Manager, ABP Cardiff & Barry said, he was delighted to welcome Festive Holidays to Cardiff.

"This brand-new prestigious business is a further boost for the port and will highlight the attractions of Cardiff as a cruise port," said Mr Gravesock.

John Batchelor, Managing Director, Festive Holidays, said:

"This is the first time we have used the Port of Cardiff for our cruise sailings and we are very optimistic of our success. The port has good facilities for handling passenger vessels and we hope to operate cruises from Cardiff for a long time," he said.

The Port of Cardiff is also used by R.M.S. *St Helena* which operates four passenger and cargo-liner services a year to Tenerife, St Helena, Ascension Islands and Cape Town.

ABP Preferred Bidder For Port of Ipswich

THE Secretary of State for Transport on 14th March 1997 confirmed his acceptance of the recommendation of the members of Ipswich Port Authority to make Associated British Ports (ABP) the preferred bidder for the Port of Ipswich. Completion of the sale is expected shortly.

ABP has bid £24.4 million for Ipswich Port Limited which, after payment of the sale levy of 50 per cent due to H M Government, privatisation costs and retention of the balance, values the port at £12 million.

ABP, which owns and operates 22 ports around the country, sees Ipswich becoming the spearhead of the Group's East Anglian port operations, particularly through its development as the primary port serving the agricultural industry in this region of the country. ABP also owns and operates King's Lynn, Lowestoft and Colchester Dock Transit Company Limited.

Sir Keith Stuart, ABP Chairman, said:

"The day-to-day management of the port will continue to be carried out at Ipswich, but will now benefit from

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ABP's experienced management, marketing expertise and ability to invest. Although the Port of Ipswich is expected to show only a small profit for 1996 (before privatisation costs), prospects for growth are now positive, given its excellent location and substantial spare capacity."

He added:

"The resources and skills at ABP's disposal will enable us to take a long-term view of the best way to develop the port. ABP is willing and able to invest in new facilities and services to attract new business to the port, and also to use our extensive links with existing ABP customers to bring further trade to Ipswich."

Ipswich is well situated to handle grain, fertilizers, animal feed and other agricultural commodities. Volumes of

timber imports and aggregates are growing and there is also a substantial liquid bulk facility at the port. Ipswich has 81 hectares of freehold land.

Thamesport Publishes Its First Handbook

THAMESPORT, one of the world's most technologically advanced container ports, has published its first official port handbook. The book highlights the port's recent developments along with future opportunities available to both the port and its customers.

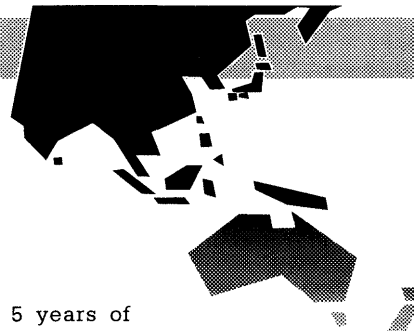
Thamesport was established in 1989 in response to the growing global container trade. The port was built on a

greenfield site, situated on the Thames estuary. Since it was built, the port has steadily increased container volumes; throughput levels have more than doubled since 1991 and figures for 1997 are expected to reach 400,000 TEU.

Rutland Trust PLC, Thamesport's holding company has committed itself to major capital investments including expanding the quayside and landside facilities in anticipation of increased container traffic. The first phase of the current quay extension is expected to be completed in August 1997.

Many major shipping lines have been attracted to Thamesport. The port offers the benefits of deep water, ease of access to all the UK locations via road and rail, fast turnaround times, excellent service, competitive costs and a high level of cargo security.

Asia/Oceania



\$5 Million Facelift for Kooragang Bulk Berth

A major new lease arrangement for the Port of Newcastle commenced on the 26th February with the signing of an operating lease for the Kooragang Island No. 2 berth between P&O Ports and the Newcastle Port Corporation.

"This is a significant step forward in the business growth and development of the Port," commented Newcastle Port Corporation Chief Executive, Glen Oakley.

The lease will see P&O Ports operate Kooragang No.2 as a common user facility investing a substantial sum, over \$2.0 million to improve environmental protection arrangements at the berth and a further considerable investment, over \$2.5 million, into infrastructure improvements.

"In total, our company will invest over \$5.0 million to improve the physical infrastructure and environmental impacts of the berth," commented Captain Roger Davies, Director Bulk and General Stevedoring for P&O Ports. "This, aligned with our Company's best practice materials management and stevedoring services, will produce a total solution for facility management and bulk commodity logistics."

The \$5 million investment in the facility is expected to take place in the first

5 years of the 15 year lease arrangement.

"This is a very good result, representing a mutually beneficial outcome for the Port and its community as well as P&O Ports," Dr Oakley said.

The Kooragang facility currently handles in excess of 1.1 million tonnes annually which is expected to increase to 1.5 million tonnes during the period of the lease. (SCUTTLEbutt)

Melbourne to Defend Self Against Patrick

THE Melbourne Port Corporation has announced that it will vigorously defend itself against legal action taken by port stevedore Patrick that could undermine the entry of new competition into the Port of Melbourne.

MPC Chief Executive Jeffrey Gilbert has confirmed that Melbourne Port Corporation had received a writ from Patrick Stevedores (ESD) Pty Ltd and said: "We are exceptionally disappoint-

ed with Patrick's attitude. We had hoped to resolve our differences without the need for costly legal actions. However, as this matter has been forced upon us, we have no option but to respond and we will do so most vigorously.

"It is the Corporation's intent to manage the State's assets wisely, with the best possible outcome for port users and the community generally. The port is the nation's major trading centre with a capacity to develop further and bring greater returns for all. We will, therefore, pick up the gauntlet thrown down by Patrick and fight for what we know to be best for the trading community not only here in Melbourne but throughout Australia.

"We were heartened by yesterday's statement by the Treasurer and look forward to his continuing support as we forge on and bring this project to a satisfactory conclusion."

Daito Corp. Granted ISO 9002 Certificate

DAITO Corporation's Terminal Business Dept. has been granted the certificate of ISO 9002 (94), probably first time as Terminal Operator in the world, following company's Sodegaura Branch in Chiba, Japan.

Daito Corporation, a subsidiary company of "K line" (Kawasaki Kisen Kaisha Ltd.) has been preparing for the assessment of ISO 9002 for more than one year and the assessment reports were

approved by the NKKKAQA Registration Judgement Committee held on the 26th March 1997.

The scope of registration and standard of assessment include the supply of terminal services for export/import sea container, terminal operation management, equipment control and inland transportation in their Tokyo Ohi and Yokohama Honmoku Container Terminal.

Daito Corporation's Terminal Business Dept. started the QC circle activities 4 years ago and they are now developed to the Total Quality Management called as "D-TAQ Activity". Through those activities and establishing the new quality system compliant with the ISO 9002 Standard our business activities are qualified to be the International Standard of Quality Assurance for customers.



A bird's-eye view of Ishikari Bay New Port

Ishikari Bay-Pusan Port Regular Container Service

By Koichi Tabata
Executive Vice President
Ishikari Bay New Port Authority

GOVERNOR Tatsuya Hori of Hokkaido, who is also the President of the Ishikari Bay New Port Authority, and President Youn Jae Lee of Heung-A Shipping, a South Korean shipping company, signed a memorandum of understanding on the opening of a regular container service between

Ishikari Bay New Port and Pusan Port in Seoul on February 7, 1997.

Pusan Port is widely known as the world's leading port for handling containers. Meanwhile, Ishikari Bay New Port is located very close to Sapporo, which once hosted the Winter Olympics and whose population has grown to over 1.7 million. It is fair to say that the port can be referred to as "Sapporo Port". Sapporo and the surrounding areas comprise one of Japan's largest economic and cultural centers, with a population and industrial base that are still growing. Ishikari Bay New Port, which is located in this area, is certainly a "new port" equipped with the most up-to-date technologies to facilitate

dynamic interaction with the rest of the world. Moreover, its development will be further promoted in the future.

Through the vigorous use of new technologies, the development of Ishikari Bay New Port has been promoted since 1973 in accordance with central government policy. The port is free of strong tides. Loading and unloading operations are possible even in winter. Over 700 companies (as of April 1997) have opened branches in the 2,952-ha Ishikari Bay New Port area.

Situated in such a prosperous area, Ishikari Bay New Port has recently opened its gates widely to the world, following the completion of the necessary procedures in Japan on June 10, 1994. We regard the opening of the regular container service to Pusan Port as a landmark in the recent history of Ishikari Bay New Port. The port is also expected to play an even more important role as a center of international exchange in Japan.

In Ishikari Bay New Port, there are plans for the continued improvement of port facilities to further facilitate exchanges between Japan and other countries. My personal goal is to realize the entry of 50,000-ton class large vessels by the year 2000. I sincerely hope you will consider the use of Ishikari Bay New Port.

We intend to try our hardest to comply with your requirements. Please do not hesitate to use this new port, on an trial basis. By using Ishikari Bay New Port, you will certainly find your commercial needs met and, in the process, will probably gain a deeper appreciation of Japanese culture as well.



Governor Hori of Hokkaido (right) and President Lee of Heung-A Shipping shaking hands upon signing MOU.

Penang Port Sdn. Bhd. Is Now on the Internet

PENANG Port Sdn. Bhd. (PPSB) is now on the Internet. PPSB's homepage was launched by Y.B. Dr. Kang Chin Seng, Penang State Executive Councillor cum Chairman for the Committee on Science, Technology, Human Resources and Industrial Transformation on April 3, 1997.

Bearing the address – <http://www.pgport.com.my> – the website provides a wealth of information on the comprehensive range of facilities, competitive services and the latest development on Penang Port that are of interest and concern to the industry. Main options are listed under Introduction, Facilities, Development, Business Ventures and Contacts.

The Launch of PPSB's homepage is indeed a significant event in our corporate annals as this marks the beginning of many new partnerships and the strengthening of the existing valued partnerships and liaisons we have with our customers worldwide.

The website is part of PPSB's Information Technology Strategic Plan which was formulated in line with the Company's business objectives.

Globalisation Process Continuing in NZ

OUR commentary in October 1996 referred to the changing marketplace, to which New Zealand port companies must respond and noted that the buzz words of our erstwhile strategic assessments are becoming the realities of our day to day activities.

Blue Star/Columbus had just announced a fixed day weekly service, hubbing on Auckland and P&O/Nedlloyd the barest details of their merger.

The pace of change has scarcely reduced during the succeeding six months.

Not necessarily in this order but...

- The Anglo-Dutch mega company's re-structures turned their minds to our corner of the earth.
- Maersk made its well published entry into the New Zealand trade – calling at four ports.
- BHP Transport secured Maritime Union of Australia approval to link

its existing vessels with its United States based IMT service, beefing up its Trans Tasman service with foreign crewed vessels.

- ANL withdrew from the Trans Tasman trade and chartered its vessel to BHP.
 - The shareholders of ANZDL and Union Shipping announced a merger of their Trans Tasman and U.S. operations, with the acquiescence of New Zealand maritime unions.
 - FESCO is opening an office in New Zealand.
 - Various global carriers have made an almost reticent entry, often slot chartering to test the market.
- ... and much, much more!

These examples are symptomatic of worldwide shipping trends which are now beginning to influence New Zealand.

High competition within the East-West trades and the consequent pressure on freight rates has forced mergers to reduce costs, rationalise services and re-establish competitive edge.

Consequently, traditional North-South carriers are threatened and have to respond to the incursions of carriers feeding cargo through regional hubs.

The US trade participants have been quick to respond, moving towards fixed day weekly services, hubbing and utilising intermodal services at Auckland.

A critical piece in the jigsaw is the sector between New Zealand and Australia, hitherto a 'no-go' area for cross traders, wary of the infamous 'Trans Tasman Accord'.

The New Zealand perception is that the accord is broken.

That confidence is reinforced by the news of Australia's secondary boycott legislation passing through the senate.

There are a number of cross traders who could balance their trades or utilise

empty equipment by carrying cargo across the Tasman on their regular itineraries.

However, just whether they will take this opportunity seems open to question, and the two unions see inclined to reinforce their resistance.

We in New Zealand may be tempted to look condescendingly across the ditch because our ports have been reformed and because we pay discretionary tax on what we spend, rather than compulsory tax on what we earn.

But we should recognise the sort of trends we are just starting to get to grips with – fixed day services, guaranteed berths, more discipline in the receipt and delivery of containers, EDI links – are more advanced in Australia.

Our US trade lines introduced fixed day weekly services because their American clients were already sold on the concept through its standard use in the major trade lanes. Now it is becoming the norm in Australia and soon will be in New Zealand.

Competitive edge will be gained by those carriers who can provide that level of service.

The constant criticism from shipping lines which already serve or would like to participate in New Zealand trades is that the cost of domestic transport here inhibits the introduction of the type of features which are commonplace elsewhere.

Coastal shipping has yet to mature, although the current operators are increasingly targeting international as well as domestic cargoes.

International shipping lines say that they need the benefit of choice between a first class rail system operating in open competition with a coastal shipping system, with appropriate vessels, inter-port scheduling and overall frequency. (*Port of Auckland VITAL LINK*)

Speech by Mr Mah Bow Tan, Minister for Communications at the AFIA celebrations for PSA and MPA at the Pasir Panjang Terminal on 3 April 1997 at 11.00 am

Iwould like to congratulate Maritime and Port Authority of Singapore (MPA) and Port of Singapore Authority (PSA) for winning the Asian Freight Industry Awards organised by "Cargonews Asia". The Port of Singapore was voted the "Best Seaport in

Asia" for the 10th consecutive year. PSA, our port operator, was named the "Best Container Terminal Operator" for the 8th time.

Credit for this must go to the staff at MPA and PSA who have continually responded to new challenges in the



New generation Quay Cranes at Pasir Panjang Terminal, PSA

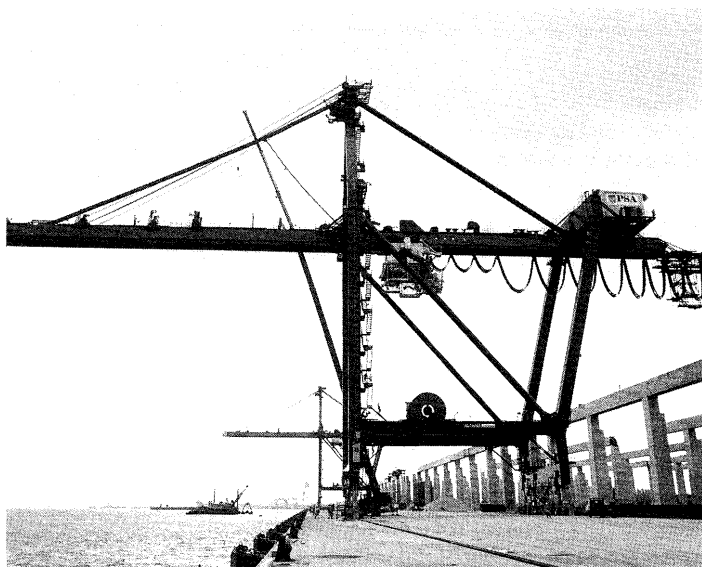
port industry by raising their productivity and setting new standards in service quality. I congratulate all of you for your untiring efforts.

I would also like to take this opportunity to thank the shipping lines, shippers, freight forwarders, hauliers and logistics operators, for their support and confidence in the Port of Singapore.

Without your continued support, many of our achievements today would not have been possible.

It is because of this close partnership – the support by the port users, and the cost efficient operation of the port by MPA and PSA – that the port handled a total of 12.9 million TEUs of containers in 1996, an increase of 9.3% over 1995. This is a good performance, compared with the 5% increase in world container throughput, and the 7.5% increase for the Asian region.

Shipping lines use the port of Singapore because we offer safe, reliable and cost-effective services. To remain a pre-



Bridge Cranes at the Pasir Panjang Terminal, PSA

mier port and justify the confidence that our customers have in us, we will have to commit ourselves to offering even higher levels of service. We cannot simply maintain our standards of service. We must strive to better them.

One way is to constantly upgrade our infrastructure. That is why we decided to develop a new terminal at Pasir Panjang. It will be designed to meet the most stringent demands of new generation container ships, and will be equipped with the facilities and technology to serve the needs of our customers well into the future. The first berths will be operational in 1998. Each berth will be able to handle 750,000

TEUs, an increase of 25% in berth productivity compared to existing berths.

Six months ago, when I officiated at the ceremony to mark the completion of the first two berths at the Pasir Panjang Terminal, I said that the terminal will be serviced by a fleet of new generation Quay Cranes and state-of-the-art Yard Cranes. Today, I am pleased to see these new equipment being installed.

The new Quay Cranes are designed to handle the latest generation of ships. The crane operators in particular will be pleased to know these new cranes will come equipped with amenities such as refrigerators and toilets. Happy workers make satisfied customers!

The new Overhead Bridge Cranes are the world's first remote-controlled yard cranes. Each operator will be able to manage a number of cranes, thus boosting worker productivity. These cranes also allow containers to be stacked 9 level high, thus improving land utilisation.

The installation of these remotely operated bridge cranes signifies that progress at Pasir Panjang Terminal is steady and on-track. I am happy to be able to celebrate with you this important milestone.

Through continual innovations such as this, and continued support from our staff and customers, I am confident that the Port of Singapore will remain an award-winning port and container terminal for many more years to come.

Ready for Corporatisation: PSA Reorganises Structure

WITH Chairman, Dr Yeo Ning Hong, assuming duties on a full-time basis and in preparation for corporatisation, a new organisation structure will take effect from 1 May 97.

Mr Khoo Teng Chye will be the Group President/Executive Director while Messrs Goon Kok Loon and Lee Chee Yeng will be Deputy Group Presidents.

The restructuring will allow the individual strategic business divisions to become more independent and focused in dealing with the customers' needs and in reducing their costs.

PSA's Chairman, Dr Yeo Ning Hong, said, "PSA is an efficient and well-run organisation. I believe that this new structure will enable us to increase our nimbleness in responding to the competitive environment. This new struc-

ture gives us more focus on PSA's business as we move ahead from being a world-class port operator to a world-class corporation."

The PSA structure comprises two core groupings – The Strategic Business Group and The Strategic Development Group. The former has under its wing, Container Terminals Division, International Business Division and Warehousing & Logistics Division:

- (a) Container Terminals Division (CTD) – This division will be headed by Mr Ng Chee Keong, President (CTD).
- (b) International Business Division (IBD) which was formed in May 96 will continue to be PSA's international arm. This division is headed by Mr Goon Kok Loon, President (IBD).
- (c) Warehousing & Logistics Division (WLD) – This division will be

headed by Mr Lee Chee Yang, President (WLD). It will help elevate Singapore's status as a logistics hub. PSA will actively seek out business ventures with multinational corporations involved in high value-added products and services.

The Strategic Development Group will support the organisation's thrust to be more customer-focused and to continuously improve productivity through human resource development, and the innovative use of technology in port management. This Strategic Development Group will comprise: -

- (a) Corporate Services Division
- (b) Engineering Division
- (c) Finance Division
- (d) Human Resource Division
- (e) Information Technology Division
- (f) Properties Division

PSA Signs Contract for 2nd Port Venture in China

THE Port of Singapore Authority (PSA) on 25 April 1997 signed a contract with the Fuzhou Port Authority (FPA) to form joint venture companies to manage and operate the existing container terminals at Qingzhou and Daijiang and to develop and manage a new deep-water container terminal outside Minjiang. This is PSA's second port venture in China.

PSA will invest in this project through its wholly-owned subsidiary, Sealion Huanan Pte Ltd, with two Hong Kong-based joint venture partners, Ranki Development Ltd and Pacific Industries and Development Ltd.

Fuzhou's container volume has enjoyed a robust growth of 30,500 TEUs in 1990 to 177,000 TEUs in 1996. It has also recently been designated as one of the two ports open for direct shipping links between mainland China and Taiwan. With increasing Taiwanese investments in Fuzhou and growing trade between China and Taiwan, Fuzhou is poised to become an important gateway for direct shipping links with Taiwan.

The joint venture contract is timely and appropriate. It is the common vision of PSA and FPA to develop Fuzhou into an advanced and efficient container port to serve the rapid economic and industrial growth in South

China.

"PSA will do everything it can to contribute to the success of this joint venture. We have gone through a long learning curve of developing container terminals. We are now the world's largest container terminal/owner operator handling over 13 million TEUs globally in 1996. We can share our experience and expertise with the FPA to work together to leapfrog the development stages and avoid some of the pitfalls. I am optimistic that the joint venture will be a success as the partnership is built on the spirit of trust and cooperation for mutual benefit," said Mr Goon Kok Loon, President, International Business Division, PSA.

PSA will second a team of 4 managers to Fuzhou to manage this venture.

PSA and COSCO Sign Long-term Agreement

THE Port of Singapore Authority (PSA) has signed a long-term Terminal Service Agreement (TSA) with China Ocean Shipping (Group) Company (COSCO). The signing took place at Beijing, China. It was witnessed by Singapore's Prime Minister Goh Chok Tong and China's

Premier Li Peng.

The TSA is an agreement between PSA and its customer for the use of terminal facilities at PSA. Under this agreement, PSA's services are customized to suit COSCO's operating and business requirements. It promises reliability of PSA's services and price stability over a long term. In turn, COSCO will make use of PSA as a hub for their container operations.

The TSA signifies a partnership between PSA, a world class port and COSCO, China's national shipping line which owns one of world's largest fleet of container vessels. This partnership allows COSCO to benefit from PSA's high level of operational efficiency, economies of scale and wide shipping connections. It will allow both partners to further exploit the synergy of their operating strengths and achieve new heights in operational efficiency.

PSA has had a close working relationship with COSCO for a number of years and this agreement will formalize this partnership. Mr. Khoo Teng Chye, PSA's Group President, said, "We are very pleased with COSCO's commitment to choose Singapore as a hub for their container operations. We want to give our partners fast and reliable services that will enhance their operations and make them more competitive. We hope that this TSA will be the start of further cooperation with COSCO, extending into areas of port and logistics-related services in China and other parts of the world."

"We are happy to go beyond the normal working relationship to a long-term partnership with PSA. We hope that this agreement will foster stronger ties for the two companies and enable us to work more closely together," said Mr. Chen Zhongbiao, President of COSCO (Group) Company.

The TSA was signed between Mr Khoo Teng Chye, Group President, PSA, and Mr. Chen Zhongbiao, President of COSCO (Group) Company.

COSCO has a major presence in Singapore with one of its subsidiary being listed on the Singapore Stock Exchange. COSCO's vessels started calling at Singapore since the 1980s. Its container throughput in Singapore has been increasing substantially and it is one of the major contributor to the phenomenal increase in trade between China and Singapore. In the past year, the volume of containers shipped between these 2 countries increased by more than 60 percent. Currently, about 55 of COSCO's container vessels call at the Singapore port.

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