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INLAND TRANSPORT COMMITTEE

Working Party on Transport Trends and Economics

Twentieth session
Geneva, 13-14 September 2007
Item 5 of provisional agenda

ACTIVITIES RELATED TO SEAPORTS

Report of the Meeting on Seaports

Note by the secretariat

I. MANDATE

1. Following the decision by WP.5 (ECE/TRANS/WP.5/40, para. 19), the secretariat convened an informal meeting on 17 April 2007 of a group of country experts and relevant international organizations dealing with seaports, in order to formulate concrete proposals for the future involvement of the working party in this domain.

II. ATTENDANCE

2. Mr. R. Kellermann (Chairman of the Working Party on Transport Trends and Economics - WP.5), Mr. D. Tsamboulas and Mr. I. Protopapas, (Greece), Mr. V. Lukauskas (Lithuania), Mr. S. Aciman (CETMO, Spain), Mr. E. Dincer and Ms. S. Yaman (Turkey), Mr. M. Meletiou and Ms. K. Mazurova (International Labour Organization (ILO), Mr. P. Verhoeven (European Sea Ports Organisation (ESPO), Mr. J. Rubiato, Mr. J. Hoffmann, Mr. V. Valentine and Mr. M. Assaf (UNCTAD), Mr. M. Adamantiadis and Mr. M. Pesut (UNECE secretariat) attended meeting.

3. The representatives of Finland, France, Netherlands, Poland, Romania, the Russian Federation, United Kingdom, Ukraine, United States of America, American Association of Port Authorities, Baltic Ports Organisation, Black and Azov Sea Port Association (BASPA), Black Sea Economic Cooperation (BSEC), International Association of Ports and Harbours, International Maritime Organisation (IMO), the European Commission, the World Bank, International Road Union (IRU), International Union of Railways (UIC) and Community of European Railways (CER) were unable to attend.

III. CONSIDERATION OF SPECIFIC ISSUES

4. The subject was introduced on the basis of the issue paper prepared by the secretariat (annex I). The paper outlined main issues for consideration related to seaports. The role of WP.5 and its potential contribution to the improvement of the functioning and regulatory harmonization of seaport operations was also considered.

5. The Chairman of WP.5 recapitulated the mandate of the UNECE Inland Transport Committee (ITC) and the Working Party. He underlined that the Committee's terms of reference as well as of its modal Working Parties limited their competencies to inland transport. He mentioned that the interest of member Governments to initiate consideration of infrastructure and hinterland connections of seaports in the UNECE region in WP.5 should be linked to specific elements in its programme of work. In particular, he referred to the programme element which mandates WP.5 to study problems of interface between inland and maritime transport, to work on the improvement of intermodal coordination and integration with a view to establishing a balanced European transport system.

6. Participants welcomed the initiative of Governments to extend the agenda of WP.5 and thus become involved in issues related to the seaports sector. They particularly appreciated the idea of studying the connectivity of seaports with inland transport modes. Participants further stressed the need to avoid duplication and overlap in future activities of WP.5 with other international organizations where various aspects of the seaports sector had already been studied and an important body of legislation, technical standards and economic analysis had been developed.

7. The representative of ILO emphasized that his organization, which had accumulated a considerable amount of expertise in a variety of areas important for seaport operations and had developed universally adopted standards in other fields, was ready and willing to collaborate in the future with WP.5. The representative of UNCTAD, also supporting the initiative and expressing his readiness to cooperate, mentioned that UNCTAD had also been involved in maritime transport and seaport issues covering various aspects, such as connectivity with other transport modes, security, competitiveness, operations and management, technology, etc.

8. The representative of ESPO informed participants about the developments related to the EU regulatory efforts in maritime transport. He mentioned that, after the European Commission's port services Directive proposal had been voted down by the European Parliament, the EC was launching a wide debate with all stakeholders on strategic orientations of a European ports policy. This consultation is structured along regional workshops, and the Commission is expected to present first conclusions in the summer of 2007. The workshops aim to cover: port services, financing, sustainable development of port capacity and environmental issues, port-internal bottlenecks, port-external bottlenecks and competition from non-EU ports,

etc. As an association of the seaports of the European Union member States, ESPO would also be prepared to collaborate with WP.5 in its future seaports-related activities.

9. Representatives of Turkey, Greece and Lithuania also expressed support for the initiative, highlighting the importance of the maritime sector and the quality of its links to other transport modes for their respective economies. They felt that, due to rapid globalization and dynamic growth of the world trade, issues related to synergies between seaports and other transport modes need to be more systematically considered, and that an apparent gap in the current coverage of transport issues within UNECE could be filled with this initiative.

10. Participants also mentioned the relevant work carried out in other United Nations bodies (ESCAP, ECLAC and ESCWA) which, although focusing on their respective regions, might also have relevance for problematic areas and challenging issues in the UNECE context. In this connection, the future consideration of seaports links with inland transport modes may have particular relevance for the UNECE-ESCAP project on development of Euro-Asian transport links, as well as for further elaboration of the TER and TEM projects.

11. The representative of Greece emphasized the particular importance his country attaches to maritime transport and the efficient functioning of ports which have an important role in the Greek economy. Stressing the strong need for international cooperation, exchange of views and best practices, he announced the readiness of the Greek Government to host an International Conference on specific issues related to seaports under the aegis of the UNECE. He suggested that the main topic of the Conference should be well chosen to correspond to the needs of UNECE Governments. The Conference should bring together Governments, the private sector and other actors involved in seaports together with experts from other transport modes (rail, road, intermodal). The Conference, through an exchange of experiences and best practices, should be able to recommend practical and efficient measures which could strengthen connections between ports and infrastructures of other transport modes in their hinterland.

IV. PROPOSALS FOR FUTURE ACTIVITIES OF THE WORKING PARTY

12. Bearing in mind the terms of reference and competences of WP.5, the participants agreed that its eventual involvement in seaports issues should preferably be limited to the various aspects of seaports hinterland connections, their operations, management and future development. They felt that identified activities should have clear objectives, propose solutions and eventually generate recommendations for problematic areas impeding efficiency of operations between seaports and other transport modes in their hinterland. Participants felt that through the collaborative action of Governments and other stakeholders, it might be possible to remove identified obstacles and eventually improve transport and seaport operations.

13. It was also suggested that collection of relevant statistics, analysis and forecasting of major trends on a regional perspective might be considered and explored as one of the potential areas of involvement. The provision of such service to Governments from an impartial source would be useful and appreciated. Participants underlined that if such a decision were taken, statistical and analytical work could be carried out by the Working Party on Transport Statistics (WP.6), in close collaboration with WP.5.

14. Before embarking on a possible course of action that would result in preparing and drafting specific recommendations, standards or a legal framework for a particular area, participants felt that it would be useful to collect the relevant evidence about the most acute needs. The participant from Turkey offered a questionnaire, which was developed in his country and was successfully used in the framework of the Economic Cooperation Organization (ECO), for further consideration and evaluation of its potential usefulness for this purpose. Participants asked the secretariat to further reflect on the issue of information collection. They also agreed that if a decision about information collection exercise were taken, it should also involve users of seaport services.

15. Other issues - ports security, reforms, roles of different actors in ports services, private public partnership in ports operations and financing, pricing schemes of ports services, customs procedures, quality of services, and competition between ports, were also mentioned as important. However, participants felt that most of these issues had already been extensively dealt with elsewhere, or that their possible consideration went beyond the terms of reference and competencies of WP.5.

16. Participants commended the Greek Government's offer to host an International Conference on seaports and appreciated such initiative. While discussing possible topics for the conference and organizational details, they agreed that it should deal with specific issues linked to seaports and their connections with inland transport, as well as with issues directly affecting the efficient functioning of seaports and their future development. Participants felt that such a conference would further contribute to enhance synergies between different transport modes and improve efficiency of transport operations in the entire transport supply chain in the UNECE region.

17. Participants agreed that topics for the conference had to be carefully selected and targeted to address relevant seaports issues, which have an impact on inland transport as well as those areas where inland transport operations might affect the efficient functioning of seaports. The issues may need to extend beyond infrastructure related aspects, and could cover those segments of operations and management in seaports which may have the same implications for interface with inland transport modes.

18. Bearing in mind the fact that both WP.5 and the ITC will have to consider and approve such a proposal, participants agreed that, pending their respective decisions in the September 2007 and February 2008 sessions, such a conference could be organized in 2008. They further agreed to propose, in collaboration with the secretariat, a draft programme of the conference (Annex II) for consideration by the Working Party and the ITC.

19. In order to further assist WP.5 in its future endeavours relating to seaports, participants recommended that another informal meeting should be organized following the September 2007 session of WP.5. The objective would be to consider the feedback from Governments regarding the proposal for the Conference, and the future work of WP.5 in this field, as well as to kick off preparations for the Conference. It was further suggested that, pending the decision of WP.5 and ITC, the informal meeting, supplemented with representatives from other member countries and international organizations, might be converted into a group of experts to ensure the qualitative preparations for the Conference and continue assisting WP.5 in its future activities in this domain.

20. The meeting further identified other important issues which could be examined in the future, but was of the opinion that they had been dealt with in a number of other fora:

(a) pricing schemes for seaport services;

(b) quality of seaport services, possibly with the objective to draft framework guidelines which could optimize and harmonize operations in seaports and their interface with inland transport; these guidelines should also include operations of inland transport operators activities related to seaports;

(c) security of transport supply chains (within overall security framework) and,

(d) customs procedures in seaports (survey and possible harmonization).

V. CONCLUSIONS

21. The meeting welcomed the initiative and confirmed the necessity for the UNECE, and WP.5 in particular, to become involved with the issue of seaports.

22. The meeting identified the hinterland connections of seaports as the most relevant area for possible WP.5 involvement. This topic could be considered through a number of relevant aspects further summarized as:

(a) seaport and infrastructure connections with their hinterland;

(b) operations of hinterland connections of seaports;

(c) management issues, including two aspects: (i) infrastructure development, and (ii) human resources development; (port technology as the third component of operations is addressed by other international bodies and need not be addressed by WP.5).

23. The meeting also identified and proposed the following course of action:

(a) share experiences and best practices, including through an international conference, which the Greek Government already kindly offered to host;

(b) develop a statistical base on UNECE seaports with relevant indicators that would facilitate and provide support analytical work;

(c) take stock of the situation in UNECE ports, by establishing an inventory of types of ports services available (on major ECE ports), handling equipment and capacity, and most importantly, problematic areas, in particular, in their connectivity with inland transport modes.

24. Participants recommended that another informal meeting should take place after the September session of WP.5 to consider its decisions in this regard; they further suggested that, if a decision about the holding of an international conference were taken, WP.5 should consider establishing an ad hoc group of experts, which would steer the preparation of the Conference to ensure the necessary quality, relevance and effectiveness of its outcome.

Annex I

ISSUE PAPER

MARITIME PORTS - POSSIBLE ACTIONS FOR THE

UNECE WORKING PARTY ON TRANSPORT TRENDS AND ECONOMICS (WP.5)

I. MANDATE

1. At its nineteenth session (15 September 2006), the Working Party decided to consider issues related to infrastructure and hinterland connections of the seaports in the UNECE region, their operations, management, status and further development (ECE/TRANS/WP.5/40, para. 19). To this end, the Working Party asked the secretariat to convene an informal meeting of country experts and relevant international organizations dealing with seaports, in order to formulate concrete proposals for the future involvement of the Working Party in this regard.

II. SIGNIFICANCE OF PORTS

2. European seaports vary in terms of size, ownership and management. Over 90% of Europe's trade with the rest of the world is shipped through its seaports, as well as 43% of intra-European trade.

3. Seaports provide interconnections and frequently offer a choice between various transport modes. Goods are transferred from sea to rail, road and inland navigation and vice versa. Ports often combine networks of rail tracks, roads, canals and rivers which connect the sea with their hinterland. A large volume and flow of freight passes through them in many different forms: in containers, on pallets, in bags, in coils, on trailers, in secured tanks, in bulk. Intermodal door-to-door transport would be, in many cases, impossible without seaports.

4. In Europe, there are over 1,000 seaports handling about 3.5 billion tonnes of freight per year. About 700 of these ports each handle less than 1 million tonnes and there are only 10 ports in Europe which handle more than 50 million tonnes. Among the world's 50 largest container ports in 2004, 10 were European ports, with Rotterdam at 7th place with 8.3 million TEU. In the world container country league in 2004, among 60 countries, Germany was at 7th place leading the other 15 European countries with 12.5 million TEUs. Also, 350 million passengers pass through European seaports annually.

5. On average, port costs constitute only between 5 and 10% of the total door-to-door cost of goods exported overseas from Europe.

6. Approximately 350,000 people in Europe work in ports and directly-related services. Ports and directly-related services (excluding industry) generate a value added of about €20 billion.

7. EU legislation defines a seaport as an area of land and water made up of such works and equipment as to permit, principally, the reception of ships, their loading and unloading, the

storage of goods, the receipt and delivery of these goods, and the embarkation and disembarkation of passengers.

8. In EU, seaports are indispensable components of the European single market and the Trans-European Transport Network. Europe's external trade relies largely on its seaports. Moreover, for many islands and peripheral regions, ports form the only connection to mainland Europe and the rest of the world.

9. For other UNECE countries which are not members of the EU, and in particular those in the Mediterranean, Black Sea, Baltic and other regions with access to maritime routes, ports are even more important as their inland infrastructure might not always be sufficiently developed to fulfil their emerging needs.

10. For certain landlocked countries in the UNECE region, the vicinity of ports may play a crucial role in development of their transport infrastructures and transport policies. These countries, even without direct access to the sea, are vitally interested in efficient functioning, easy access and affordable port services for their exports and imports.

11. Even if they are located in the same country, ports in the UNECE region can be very different. This diversity is reflected in geographical characteristics, size and/or the type of traffic handled. Europe has estuary ports, city ports and island ports, mega-size ports and small local ports, container ports, industrial ports, cruise and ferry ports, as well as fishing ports. But the diversity goes further than these visible characteristics.

12. Ports are organized and managed in very different ways, often linked to long-standing traditions. Although this diversity of the port sector might be considered as a strength as it allows each individual port to respond to specific market needs, whilst taking into account the difference of the framework in which it operates, it also calls for consideration of common elements and harmonization of certain aspects with a view to facilitate, simplify and speed up operations carried out in ports.

III. ELEMENTS FOR CONSIDERATION

13. It is widely believed that European seaports are nowadays characterized by three main challenges: commercialization, the need for sustainable development, and globalization. Increasing commercialization of seaports had already a major effect. This process is being taken further by new proposals from the EU contained in its "Port Package".

14. All over Europe ports are furthermore confronted with an increasingly stringent set of rules and regulations in areas as safety and spatial planning with a direct relevance to the growing need to ensure their sustainable development.

15. Customer requirements are changing from the traditional port to the port's position within the entire transport chain. In EU with the customs union, the removal of border controls and efficient hinterland connections bring ports from different countries into direct competition with each other.

A. Maritime ports and land interface

16. Seaports are often critical interface points with inland transport modes. Very often, regardless of the adequate capacity of ports and inland transport infrastructures, modal interfaces and port hinterland connections need to be improved, as they may constitute major bottlenecks. Therefore, ports hinterland access has become a critical transport infrastructure planning challenge and, at the same time, a competitive factor.

B. Port organization and management

17. Most ports continue to be managed by public port authorities, with ill-defined incentive frameworks and insufficient accountability.

18. In some countries a single authority is mandated at the national level to manage all major publicly-owned ports (centralization). For relatively small countries where ports are located in the proximity of each other this arrangement is not problematic (EU regulations allow to keep ports that are closely spaced under the same management authority to ensure their financial viability). In other countries decentralization has been partially accomplished or achieved to a large extent.

19. Many of the State-owned ports have, however, found it difficult to adapt to the changing needs of their clients. More private sector participation, increased competitiveness, and regulatory reforms are needed to provide a framework for the development of ports activities, in order to respond to modern logistic industry and customers' needs.

20. While complexity of port operations has always been critical, current structures are increasingly at odds with rapidly changing technical and economic requirements, such as containerization or the demand for just-in-time delivery.

21. In some ports, exclusivity rights, unregulated monopolies, collusive practices, and labour problems hamper competition and undermine efficiency.

C. Port ownership and financing

22. Port infrastructure and equipment are, to a large extent, in many countries publicly owned. However, some countries indicated their determination to change this situation and to involve the private sector more in port ownership and financing in the future. However, some attempts to delegate the financing and ownership of port infrastructure and equipment to the private sector have proven unsuccessful. The main reasons for such failures are primarily due to Government unwillingness to adequately share risks or to unrealistic demands for the private sector to fund the whole project.

D. Port operations and services

23. The level of market opening of port operations and services (pilotage, towage, cargo handling, container handling, etc.) varies significantly between UNECE countries. In some countries these activities are protected and reserved to a large extent for the public sector. In other countries, the opening up of this market is at a moderate stage, as the public sector is very much involved in providing port operations and services, but considerable participation of the private sector can be noticed as well. The market opening of port operations is expected to grow. In some UNECE countries the public sector is involved in providing some port operations and services, however, the most significant share is undertaken by the private sector. A similar situation exists in some UNECE countries where infrastructure and equipment have been financed by the public sector, whereas management and operation of terminals is undertaken by the private sector. In countries where there is a lack of private sector involvement in port operations and services, this is not due to the absence of a suitable legal framework but rather to a lack of implementation. Many countries have recently issued port legislations permitting, or even emphasising, the concept of private sector involvement in port operations through contracts and concessions. Nevertheless, the actual impact of such legislations is still limited as such issues are sometimes not given the priority or attention they deserve by the Government, or due to the fact that such concepts are sometimes opposed by trade unions.

24. In some ports, there are examples of fragmented operations where, for example, cargo handling on board vessels is undertaken by a private operator and ground handling is undertaken by a public operator. Such fragmentation has a direct effect on increasing costs and handling times.

E. Pricing

25. In some countries, port authorities set their tariffs independently taking into consideration the investment and operating costs incurred in the ports. In contrast, in other countries, port tariffs are set at the central level and applied indiscriminately to all ports, regardless of the specificities of the ports. Some countries are in between, as the port authorities are allowed to set their own tariffs, but these are subject to approval from the concerned ministries (Ministry of Transport and the Ministry of Finance). Concerning privately owned and managed ports, a large degree of freedom clearly exists in relation to the setting of tariffs.

F. Ports reform: deregulation, commercialization and privatization

26. A wide range of services is being provided to ships and cargo and many of them lend themselves to such reform. There is no economic justification for public sector involvement or exclusive rights in services, such as general cargo handling, warehousing, bunkering, and insurance services or for restrictions to operation of shipping agents and freight forwarders on port premises.

27. Experts opinion suggest that, ideally, the role of the port authority should be to issue licences to private operators and create a level playing field. Exceptions are pilotage, tug services, port security, health services for which the public provision, or at least strict application and transparent regulation, is required.

28. In accordance with international best practices, a key reform priority might be separation of the regulatory and commercial functions through the creation of landlord ports, especially in large ports. This implies a three-tier institutional structure: Government remains in charge of sector policy and planning, autonomous port authorities manage and regulate ports, while private companies provide commercial services. The landlord port model is becoming the norm in the EU and one survey found that 88 of the World's 100 largest ports have adopted this operational structure. In the Mediterranean, landlord ports basically do not exist. For smaller ports, the tool port model, with the port authority owning the equipment and renting it to private operators, seems to be more appropriate.

29. Competition between ports can improve efficiency, but it entails overlapping hinterland. Some ports are well placed to serve catchment areas in neighbouring countries. In practice, however, regulatory restrictions, and especially disruptions caused by controls at land borders, prevent this from happening.

30. For modern container terminals and certain bulk cargo terminals, vertical integration of port management and service provision is needed for operational efficiency. In these cases concessions could be given to private operators, with competitive tendering and transparent regulation preventing the extraction of monopoly rents. An important reform item in maritime transport is the introduction of private participation and competition in port services.

31. Institutional and regulatory reforms offer a wide range of experiences and best practices. The practice so far has shown that the following functions should normally be handled by different entities: (i) the management of port infrastructure; (ii) the provision of commercial activities; (iii) the regulation of port activities.

32. Customs procedures as well as regulations often pose serious problems in the clearance of goods, causing delays and increased costs. As entry points into a country, ports are not only the place where cargo changes modes, but also the place where it "hits the administration".

IV. OTHER RELEVANT INTERNATIONAL ORGANIZATIONS

33. Maritime transport and, in particular, ports are the focus of attention of a number of international organizations. In this context, it is important to mention the European Commission, UNCTAD, the World Bank, International Maritime Organization (IMO), International Labour Organization (ILO), ESCAP, and other UN Regional Commissions, International Association of Ports and Harbours, European Sea Ports Organisation (ESPO), Black and Azov Sea Port Association (BASPA), as well as other commercial associations in the industry and academic institutions involved in this area. They all contribute further to the elaboration and research of particular aspects of ports operations and maritime transport in general and provide a large body of reference material for eventual further work in this domain.

V. POTENTIAL ROLE OF THE UNECE WORKING PARTY ON TRANSPORT TRENDS AND ECONOMICS

34. The mandate given to the Working Party encompasses a wide scope of issues related to infrastructure and hinterland connections of the seaports, as well as to those related to ports operations, management, status and their further development.

35. The issue of the infrastructure connections of the seaports with the rest of national inland infrastructure is clearly one of the priority areas for several UNECE member countries. In particular, those with fast growing maritime transport which most recently acceded to the EU, as well as countries around the Baltic, Mediterranean and Black Sea appear to have most interest. The situation from one seaport to another is very different. Tackling the issue of seaports and their hinterland connections, at the national level requires a holistic approach with national planners leading in developing national transport infrastructure strategies. The primary role of international organizations is to assist and provide support in establishing harmonized, efficient and sustainable regional and European-wide transport infrastructure networks which would comprise both maritime and inland transport infrastructure.

36. The experiences gained by well-organized, competently-managed and efficiently-operated ports could be shared for the benefit of those national port authorities that might need guidance and advice in implementing better institutional, management and operational tools aimed at improving performance of their ports. In this respect, the following particular questions may be proposed for consideration by WP.5:

- maritime ports and land interface;
- ports organization and management schemes, port administration, the role of port managers;
- ports ownership and financing of infrastructure, State aid, public financing, concessions, and port services charging practices;
- port operations and servicing;
- structural changes and reforms in ports (deregulation, commercialization and privatization), competition within and between ports;
- private participation in port management, investments and operations;
- harmonization of port working conditions;
- port social responsibilities;
- the role of a port in the logistic chain;
- quality of port services;
- economic efficiency of ports;
- ports environmental performance.

37. The WP.5 is well suited to offer a Pan-European platform for consideration of planning, management, organizational and other policy issues relevant for seaports. Such a platform, which could bring together all interested UNECE countries, seems to be necessary.

38. In addition, if placed in the context of development of Euro-Asian transport links, consideration of the most relevant issues regarding ports could contribute to a further development and efficiency of the Euro-Asian transport routes, some of which are of intermodal

nature. Consideration of issues relevant to seaports could ultimately have a positive effect on the quality of services and efficiency of port operations to better correspond to the modern logistic industry and customers needs.

39. The potential involvement of WP.5 in any of the above-mentioned issues would require a commitment, substantial support and cooperation from interested member countries. Member countries having advanced know-how in various aspects of seaports functioning would be expected to share their experience. As its next step, WP.5 could endeavour to compile the best practices, or prepare guidelines for a particular subject matter, which could be of importance for improving the functioning and harmonization of seaport operations in the UNECE region.

40. To this end, the holding of a Conference on major seaports issues could offer an excellent opportunity to seaport experts for a first exchange of views and sharing of experiences and best practices, as well as for identifying the possible role and the future UNECE work in this domain. The hosting of such a conference by a member country would be more than welcomed.

ANNEX II

Draft

Conference Programme

United Nations Economic Commission for Europe – Government of Greece

Role of Seaports as a Link Between Inland and Maritime transport

.. 2008, Greece

First day - Morning session

Seaports - interface between maritime and inland transport

Governments and international organizations will be invited to express their views on those important aspects of seaports which are relevant for ensuring an efficient link between maritime and inland transport modes, as well as about the relevance of seaports in transport infrastructure planning and development of national, regional and global transport systems.

Afternoon session

Hinterland connections of seaports – bottlenecks or seamless links with road and rail infrastructure?

Governments and nongovernmental organizations (national, regional and global association of ports, and or modal associations) will be invited to exchange their views and discuss best practices and strategies in tackling bottlenecks in seaports as well as those in road and rail infrastructure networks that hinder efficient functioning of the integrated transport infrastructures at the pan-European level.

Second day - Morning session

Port operations and management - key factor in transport supply chain

Governments, international governmental and non-governmental organizations and major users will exchange views and discuss the importance of effective functioning and operations of various seaport services and their role in ensuring efficient and smooth transport supply chain operations.

Afternoon session

Challenges in future developments of seaports in the globalized world

Governments, academia and or participants in this session will discuss future challenges to seaports developments and the need for a timely action and intensive international collaboration aimed at providing favourable legal and institutional framework to face se challenges.
