

**UNCTAD**

**TRANSPORT NEWSLETTER**

No. 20

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**UNCTAD**

United Nations Conference on Trade and Development

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## Editorial

Readers will notice that the title of this publication has changed to *Transport Newsletter*. However, the purpose remains the same – to inform readers about UNCTAD activities that support international trade. Since the old *Ports Newsletter* started in 1986 after a meeting of Port Experts there have been many changes in transport and trade. A few years ago, an internal reorganization took place in UNCTAD to reflect those changes and the Port and Shipping Sections were merged into the Transport Section. The recent UNCTAD X meeting in Bangkok gave UNCTAD the mandate to assist developing countries to build up their services in transport, customs, insurance, etc. to improve the competitiveness of their goods in the global market place. In addition, the secretariat's work should focus on its comparative advantage in applied transport economics and in developing managerial information systems for transport and logistics, such as ACIS.

Pundits consider that this decade will probably go down in history as the decade of the dot.com revolution. With the relatively quiet transition through the Y2K problem, resources have now been massively devoted to preparing businesses for electronic commerce using the telecommunication facilities offered by the Internet. The ability to offer clients 24 hour a day, seven days a week service creates the potential for greater sales, bigger market share and reduced costs and at the same time increases the demand for more performing transport services. In fact, competition is no longer Company X against Company Y, but Supply Chain Network X against Supply Chain Network Y. What is clear is that the way of doing business has permanently changed.

Shipping lines, transport and terminal operators, port authorities, freight forwarders, customs, etc., in fact all those involved in the transport chain are revising how they are dealing with their customers. For those handling a large percentage of captive traffic such as terminal operators and port authorities the pressure for change are not so great. However, the portion of captive traffic is decreasing and more important, the increased competition with globalization means that inefficient transport services can cause a region to lose its market. Clients and their agents are requiring that they can obtain quotations, book cargo, receive documentation electronically, trace its progress, and arrange payment via the Internet. The main links here are between the shipper and shipping company via the freight forwarder who will be requesting quotations and making booking. The port authorities and terminal operators will need to interface with the shipping company, shipping agent, forwarder and inland carrier to plan for the arrival and handling of ships and cargo. What is also clear is that the growth in volumes shipped will continue to grow. This will eventually lead to the need for additional infrastructure.

How will this infrastructure be funded? The trend in shipping has been the gradual displacement of private equity by institutional funds. This is leading to a handful of global shipping companies in every subsector with a substantial market share and funded by the global investment community. A similar trend is occurring for the major global terminal operating companies. In July, the PSA Corporation Limited issued a US\$ 500 million five-year corporate bond and a US\$ 600 million ten-year bond. The organization was able to raise this amount of funding from the international and local investment community based on its track record of growth, efficiency and quality service. This capital will facilitate the development of capacity in Singapore and its international business. What are the options for port authorities in developing countries for tapping these institutional funds? Clearly those authorities who have good leadership, competent management, a code of conduct, efficient communications and good prospects for growth will be attractive to investors and if allowed by their legislation will be able to attract institutional funds. For those authorities, lacking one or more of these elements, other sources of funding must be found, such as government grants, bilateral grants, development bank loans, joint ventures with private sector companies or concessions. Nevertheless, for these authorities the government should encourage the port to become more responsive to the market so that it will be capable of attracting funding.

## **LDC III – Brussels 13–20 May 2001**

The Third UN Conference for the Least Developed Countries (LDC III) will take place in Brussels, Belgium. The objective for UN Member States is to elaborate a unified programme to help this group of countries to overcome their very low levels of per capita income. There are currently 48 LDCs<sup>1</sup> with an average GDP per capita in 1998 of US\$ 287 while the average figure for all developing countries is \$1,260. The corresponding figures for countries of Eastern Europe and developed countries are \$2,396 and \$27,402 respectively. A large number of these countries are located in Africa (33). There are 11 island countries, 21 coastal countries and 16 landlocked countries for which the issue of transit for access to the sea is an additional and important problem. UNCTAD has been nominated to organize this Conference, which will discuss a wide range of social and economic issues. The LDC Report 2000, which is reviewed together with other publications in a separate section of this Newsletter, has been prepared to highlight the main economic topics and facilitate the building of consensus. Current information on the Conference is available at [www.un.org/events/ldc3/prepcom](http://www.un.org/events/ldc3/prepcom) and on UNCTAD's analytical work for the meeting is at [www.unctad.org/en/subsites/ldcs/ldc11.htm](http://www.unctad.org/en/subsites/ldcs/ldc11.htm)

Transport will be one of the issues to be discussed at the LDC III. A half-day Thematic Round Table will be organized to complement discussions on Infrastructure Development on day 6. There is consensus amongst LDCs that there is an urgent need to invest in transport infrastructure along with that of energy and telecommunications. A frequently quoted comparison is the transport costs for imports of 22 per cent of the CIF value for landlocked developing countries versus only 8.0 per cent for developing countries. Expanding railway networks, currently having a length of about 5 per cent of that of roads, would certainly contribute to reducing transport costs. For most LDCs, transport is mainly by road. However, as only 20 per cent of the road network is paved the use of vehicles and containers, is severely curtailed.

Some of the issues that will be considered by the Round Table are the need for simultaneously addressing both “hardware”, namely physical rehabilitation and development of transport networks using public and private finance, and “software” issues. The latter issues address the problem of institution building which is crucial for assuring maintenance of existing infrastructure, timely planning for its expansion and preparing and implementing agreements to facilitate transit to landlocked countries. The harmonization of legal regimes and the fostering of the use of information technology packages, such as ACIS, to facilitate the operation and transparency of transport networks are also relevant. In those countries facing emergencies, transport is a linchpin when moving from that stage into development.

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<sup>1</sup> The 48 LDCs in alphabetical order are: Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Cape Verde, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao People's Democratic Republic, Lesotho, Liberia, Madagascar, Malawi, Maldives, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, Samoa, Sao Tome and Principe, Sierra Leone, Solomon Islands, Somalia, Sudan, Togo, Tuvalu, Uganda, United Republic of Tanzania, Vanuatu, Yemen and Zambia.

## PORT LITERATURE

In this issue, we are pleased to review a number of publications from the Port Institute for Studies and Cooperation (IPEC) in Valencia, a long-standing collaborator of UNCTAD in preparing the Spanish version of this Newsletter. The IPEC contribution to Spanish port and transport literature started with the book “The strategic plan, an instrument of port management” by Francisco Enríquez Agós. This book was reviewed in Ports Newsletter No. 11 (March 1994) and is now in its second edition. The recent IPEC publications are:

**Liner sea transport** by Aquilino Blanco Alvarez.  
Spanish, 243 pages, 1997. Price 6000 Ptas. (About US\$ 32)

Based on the author’s extensive experience, this book provides a comprehensive description of the transport of goods by liner vessels. The basic concepts of transport, shipping and goods are explained. The ships (containers, pallets, and inland transport vehicles), containerization, structure of liner shipping (i.e. the setting up of the conference system, the types of conferences, the UNCTAD Code of Conduct, and the growth of joint services and consortia) and intermodal transport are described. Economic and financial issues of liner shipping, pricing practices, documentary aspects of cargo transport, effect of information technology and ports and terminals are covered in detail. Many useful Spanish terms are given in a sector where English terminology prevails. Moreover, a useful English glossary is included, providing references to the text. This book is a valuable addition to Spanish maritime literature.

**Overland transport of goods: organization and management**  
Edited by José Vicente Colomer Ferrándiz, Professor of Transport, Valencia Polytechnic University.  
Spanish, 252 pages, 1998. Price 4800 Ptas. (About US\$ 25)

This book is a joint effort of four transport lecturers from Valencia Polytechnic University and one from Cantabria Polytechnic University. It covers the organizational and managerial aspects of road and rail transport of goods with an emphasis on the former, as 78.7 per cent of Spanish goods transported by land are carried by road. The figures for the European Union are similar with 71.5 per cent by road, 15.3 per cent by rail, 7.3 per cent by inland waterways and 5.9 per cent by pipeline. An example of calculating the cost for road transport and explanations of EEC Directive 91/440 for achieving an economically sustainable operation of railway companies provide useful information. The authors give separate coverage to combined transport and to the terminals used to transfer vehicles and cargoes to/from road and rail. A chapter on logistics describes the factors considered by manufacturers, in arranging the transport of unprocessed and semi-processed goods for production and the distribution of finished goods to customers. Complementary facilities, such as an “Integrated Goods Centre”, are described, although the coverage is somewhat biased to road transport and domestic trade. Finally two chapters cover the distribution of goods within cities and the physical (i.e. noise, smog, etc.), social and economic (i.e. accidents, congestion, etc.) impacts of transport. The book is clearly written and well illustrated with colour graphics and pictures. It provides a very good review of the crucial issues related to road and rail transport of goods.

**Business management as cinema** by Rafael del Moral  
Spanish, 550 pages, 1998. Price 3000 Ptas. (About US\$ 15)

The prolific author of this unusual book has recently been appointed President of Valencia Port Authority. The book follows his lectures given in the IPEC Master Course, which seek to distil business management concepts in simple terms. He uses well-known films to convey the concepts. Accordingly, the first chapters follow Hitchcock's method of presenting the main character (the students), the dead body (the calamitous state of the American manufacturing industry of the early 1990s apparently killed by the mighty Japanese corporations) and the obvious but innocent culprit (the Oriental idiosyncrasy). The following chapters review the ten business commandments that are given to help students understand the management concepts. Each commandment is associated with a film and covered in a separate chapter. For instance, the third commandment, "be proactive" is associated with the film "Zorba the Greek", while the fourth one, "creativity and innovation" is linked to the famous Chaplin film "Modern Times". The relationship between the commandment and the film focuses on essential scenes. For instance, the need to be proactive is brought up in the context of implementing strategic plans. Provided the reader is familiar with the films, managerial concepts will be understood, and be further rewarded with interesting insights into cinema.

### **Cruise ships: tools in regional tourist development**

Proceedings of Conference held in Alicante (Spain) 24 September 1999.

Spanish, 125 pages, 1999. Price 3000 Ptas. (About US\$ 15)

This book contains the six papers presented at the Conference. A large part of it contains reproduction of colour photographs corresponding to the first presentation by the Valencian Shipbuilder UNV. The reader is provided with details on the complexities of these huge vessels, which function as hotel and entertainment structures. The second paper describes the promotional activities carried out by the port of Alicante to expand its cruise business. The third paper is a technical one and somewhat removed from the theme of the Conference. It deals with ship manoeuvrability and the risk of collision. The fourth paper describes the challenges posed by urbanization and the need for adequate regional zoning to attract high-value activities. The fifth paper covers the status of cruise traffic in the Western Mediterranean and highlights the important factors affecting its expansion: cost of air-tickets, cultural advantages, crews familiar with two or more languages, year-round activities, etc. Finally, the sixth paper summarises the appeal for tourist passengers in the Valencian region. The book provides interesting insights about this new port activity and will be of interest to those ports planning to start or promote this trade.

*Requests for these books should be addressed to IPEC, Edificio del Reloj del Puerto de Valencia, Muelle del Grao, 46024 Valencia, Spain. Fax: +34 96 3993 94 09. Email: [ipec@valenciaport.com](mailto:ipec@valenciaport.com)*

### **Strategies for global and regional ports: The case of Caribbean container and cruise ports**

By Dr. G. de Monie et al.

Kluwer Academic Publishers, Boston 1998, ISBN 0-7923-8431-8. Price US\$ 120.

This book contains interesting information for Caribbean officials in charge of elaborating maritime policies for their countries for container and cruise trades. It is part of an economic impact study conducted by Policy Research Corporation N.V. from Antwerp for the Netherlands Antilles. For the container trades it scans the strengths and weaknesses of the major ports in the Caribbean namely Freeport, Kingston, Rio Haina, Pointe-a-Pitre, Fort-de-France, Port of Spain, Puerto Cabello, Cartagena, Manzanillo, Colon, San Juan, Willemstad and Philipsburg. Maps, review of existing and planned facilities, management and ownership and assessment of opportunities and threats for each of these ports are included in the book. Caribbean container ports will face major upheavals due to the implementation of the global and regional hub transshipment centres which have been accepted by the shipping community but not fully grasped by local Caribbean decision makers. For cruise trades it analyses the key factors determining the selection of cruise destinations, namely port related factors (i.e. accessibility of the port, security, etc.), island related factors (i.e. cultural diversity, friendly locals, etc.) and overall image. Strengths and weaknesses for selected

Caribbean destinations namely St Thomas, Barbados, San Juan, Curacao, St Maarten, Martinique, Cozumel, Guadeloupe, Ocho Rios, and Montego Bay are included in the analysis. It identifies a role for Curacao for cruises covering the Southern Caribbean.

*Requests for this publication should be addressed to IPC BVBA, Dokter van de Perrelaan 10, B-2110 WIJNEGEM, Antwerp, Belgium. Fax: +32 3 353 9317.*

### **Evaluating seaport policy alternatives: a simulation study of terminal leasing policy and system performance**

This paper appears in the July-September issue of *Maritime Policy and Management* (Volume 27 number 3) and empirically examines the link between container terminal leasing policy and throughput productivity using the Port of Seattle as a model. A simulation model is used to show that operating the port using the container terminal facilities as common user rather than dedicated facilities would reduce total vessel time in port significantly. This result supports the argument that terminal operators should offer common user facilities. By having a larger number of berths to handle incoming vessels, demand uncertainty is better handled and waiting time reduced. Thus the benefit of having competition from multiple operators could be lost if terminals do not pool resources to service ship calls. However, there are operational considerations, for example feeder vessels will need to have the cargo they are carrying consolidated on a single berth.

*Maritime Policy & Management, Taylor & Francis Ltd., 11, New Fetter Lane, London EC4P 4EE, UK. Fax: +44 20 7842 2298.*

### **Port organisation and management in developing countries**

This publication is based on the reports prepared by young professionals from developing countries who have followed the ten month course in shipping and port organization offered at the International Maritime Transport Academy (IMTA) in Den Helde (The Netherlands). The objective of the publication is to provide feedback to other managers, to broaden their knowledge and to instil confidence in their ability to organize and manage ports. The editor has brought together a great deal of information on various port subjects. Through the case studies presented by the participants, the publication provides useful information on the conditions in a number of developing countries. In many cases, the information is dated. Nevertheless, the publication is a useful reference for port managers from developing countries.

*Eburon Publishers, 2611 HJ Delft, The Netherlands. Fax: +31 15 214 68 88 or e-mail: info@eburon.nl*

### **Guidelines for infrastructure development through Build-Operate-Transfer (BOT) projects**

This UNIDO publication is now also available in French. It covers the entire spectrum of financial and legal issues faced by government authorities and project managers in the development of BOT projects, while offering developing countries the basis orientation needed to design effective BOT strategies. The Guidelines also provide essential practical information on the structure and procedures of BOT arrangements and are intended to help reduce the time and costs involvement in development and contracting BOT projects. The chapters include: introduction to the BOT concept, phases of a BOT project, economic framework for BOT schemes, the Government's role in providing for successful BOT projects, transfer of technology and capability building through BOT projects, procurement issues and selection of sponsors, financial and economic appraisal of BOT projects, risk identification and management, financial structuring of BOT project, the contract package, the project and construction agreement, operation and maintenance contract, transfer of ownership and factor that determine success.

UNIDO, Vienna, Austria, Mr. F. Seidl da Fonseca, tel: +43 1 26026/3737 or e-mail: rseidl-da-fonseca@unido.org

### Internet sites providing port information

The use of websites to gather information is becoming a very useful complement of books and specialized magazines. ECLAC, the Economic Commission for Latin America and the Caribbean, has put on-line a Maritime Profile for Latin America which contains a wealth of information about international trade, transport, shipping, shipbuilding and ports for countries in the region. The website is in Spanish and the English version is under preparation. Navigation is easy and data is provided as figures and graphics. Under the heading of analysis, a number of interesting articles in different languages are available. Links to other useful websites are given. Interested readers should go to:

[www.eclac.cl/espanol/investigacion/transporte/perfil/index.htm](http://www.eclac.cl/espanol/investigacion/transporte/perfil/index.htm)

Information about ports is now easily collected from their websites. Recently, the American Association of Port Authorities (AAPA) has given a series of awards for communication and one of the categories was for best website. Five ports received an award and it is worthwhile to visit their sites - [www.portofsandiego.org](http://www.portofsandiego.org); [www.portseattle.org](http://www.portseattle.org); [www.fraserportauthority.com](http://www.fraserportauthority.com); [www.prt.com](http://www.prt.com); and [www.puertocartagena.com](http://www.puertocartagena.com). All these websites but one have limited the use of colours to only three colours plus white. The Port of Cartagena has used more colours and different tones of the same colour. All of the sites have an index that is found in each frame that makes navigation straightforward. Three of the sites have their page set up so that the index does not scroll which makes the navigation even simpler. However, none of the sites offer pages that can be viewed without scrolling, but often the scrolling is only half a page. The alternative to scrolling becomes clicking to another screen which means breaking the content into screen-size pieces. These websites, part of the marketing effort of ports, are also a source of information for practitioners.

## TECHNICAL NOTE Transport in the Horn of Africa

### The countries of the Horn of Africa

Four countries in the Horn of Africa, covering 1.8 million square kilometres, make up an extremely poor region of the world. These countries, Djibouti, Ethiopia, Eritrea and Somalia, are also afflicted by political instability and climatic catastrophes. This has made development extremely difficult and makes them vulnerable to famine. These countries are the poorest of the world with an average GDP per capita of \$120, which is half that of the least developed countries (LDC) and only 10 per cent of that of developing countries (DC). Most of the population is affected by extreme poverty with the Index of Human Development<sup>2</sup> (IHD) less than 0.3.

Country	Population (millions)	GDP per Capita 1998	Absolute Poverty	Annual growth 1990-98		IHD 1999	
				GDP	Population	Rank	Index
Djibouti	0.6	757	70	-4.6	2.3	157	0.32
Eritrea	3.4	190	...	2	2.7	167	0.275

2 This is an index calculated by UNDP taking into consideration per capita GDP plus social indicators such as average life expectancy, literacy, etc.

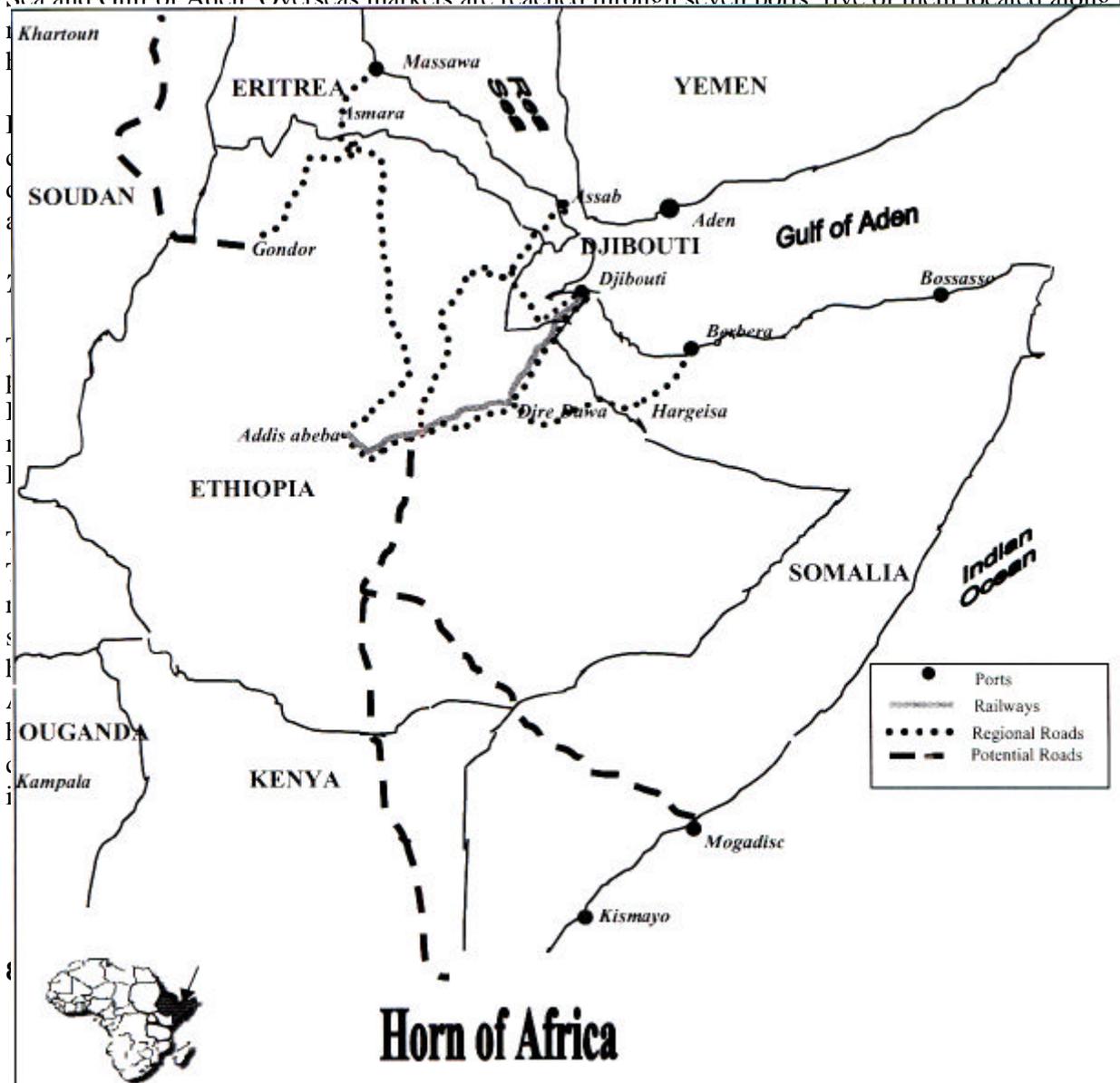
Ethiopia	60.1	113	60	2	2.7	172	0.252
Somalia	10.2	...	60	...	2	...	...
All LDC	610.5	287	65	0.9	2.5		
All DC	4636.6	1260	31	3.1	1.7		

The economies of these countries vary from pastoral activities in Somalia to mainly subsistence agriculture in Ethiopia with regional transport services provided by Djibouti and to a considerable less extent by Eritrea. Population is scant along the humid and hot coastal areas. About 80 per cent of the population are concentrated in the many valleys of the Ethiopian Plateau, around 2,000 metres of altitude, where rough terrain makes access difficult and road construction costly.

The countries produce only 2 per cent of the total GDP of all LDC countries. In 1998, exports, mainly coffee and livestock, barely reached \$700 million while imports reached \$2,200 million. Transport infrastructure is lacking and impedes domestic and international trade. The shortcomings become evident from time to time when trying to convey relief cargoes to counter famine in the highlands. See for instance the website: [www.accnetwork.net/HornOfAfrica/pub/brochure.htm](http://www.accnetwork.net/HornOfAfrica/pub/brochure.htm).

### The transport system in the Horn of Africa

Existing transport infrastructure is insufficient, inadequate and in a poor state of maintenance. There is only one old railway linking the coast to the highlands, which is totally unsuited to deal with modern container traffic. Roads connecting the coast with the highlands are few and mostly linked, like the railway, to the Red Sea and Gulf of Aden. Overseas markets are reached through seven ports, five of them located along the



The port of Djibouti is by far the most modern and specialized port of the sub-region. Details of facilities and services are available at [www.port.dj/index.html](http://www.port.dj/index.html). It is managed by the Port Autonome International de Djibouti (PAID), a public enterprise established under private law with all capital owned by the Government. Modern container facilities exist in this port. Before the conflict, it regularly handled about 1.5 million tonnes. In 1999, after Ethiopian traffic was diverted from Assab, traffic reached almost 3.9 million tonnes, about 2.8 million being transit cargo, including petroleum products. Some congestion was experienced due to this increase. Scarce cargo deliveries to the hinterland were attributed to the bad state of the roads and railway. In 1999, the Government granted a concession for the facilities to Dubai Port International with the intention of developing the port as the hub for the Horn.

Of the two Somali ports on the Gulf of Aden, only Berbera<sup>3</sup> is a deepwater port and able to serve the Ethiopian Plateau. This port is the traditional outlet for livestock exports from the Horn to the Middle East. However, it cannot reap the full benefits from its partial rehabilitation (see the article on UNCTAD's projects in Somalia) due to the lack of navigational lights, tugs and pilot boats. Estimates of the Ethiopian traffic through this port are vague, but is assumed to be roughly 30 per cent of the total port traffic. The other port, Bosaso, is a dhow port serving Northeast Somalia and there are no roads connecting it to the highlands.

The two other Somali ports on the Indian Ocean, Mogadishu and Kismayo have been closed since 1995 due to security problems. Both are deepwater ports serving the Shebelle Valley in Central Somalia and the Juba Valley in Southern Somalia, respectively. Their ability to serve the highlands is hampered by the lack of roads and long distances to the main populated centres, notably Addis Ababa.

#### ***The road and rail links to the Plateau***

Available transport infrastructure is often described in term of corridors linking the coast to the main populated centres – Asmara, Gondor, Addis Ababa, Dire Dawa and Hargeisa. The road distances along these Corridors are given below.

<i>Corridors</i>	<i>Distance in km.</i>
<b><i>Eritrea</i></b>	
<i>Massawa – Asmara – Axum – Gondor</i>	646
<i>Massawa – Asmara – Aigrat – Addis Ababa</i>	1,137
<i>Assab – Dire Dawa</i>	937
<i>Assab – Addis Ababa</i>	882
<b><i>Djibouti</i></b>	
<i>Djibouti – Dewenlé – Dire Dawa</i>	329
<i>Djibouti – Dewenlé – Dire Dawa – Addis Ababa (rail)</i>	781
<i>Djibouti – Dewenlé – Dire Dawa – Awash – Addis Ababa</i>	844
<i>Djibouti – Galafi – Addis Ababa</i>	910
<b><i>Somalia</i></b>	
<i>Berbera –Hargeisa</i>	147
<i>Berbera –Hargeisa – Jijiga – Dire Dawa</i>	472
<i>Berbera –Hargeisa – Jijiga – Dire Dawa – Addis Ababa</i>	854

<sup>3</sup> This port is located in Somaliland a region, which unilaterally declared independence in 1991.

The roads of the Eritrean corridors are in comparatively good state but not used due to the armed conflict between the two countries. The northern route to Gondar also reaches Addis Ababa but through poorer roads. The road connecting both capitals is paved, recently rehabilitated and in good condition although maintenance work is needed in certain sections. The road from Assab to Addis Ababa, which used to carry most of Ethiopian trade, is paved and in good condition or is being improved through a 1998 loan from the World Bank.

The roads of the Djibouti Corridor are in bad condition, notably in sections within the Djibouti territory, due to the heavy traffic now using it - about 250 lorries per day in each direction. The road heading north that joins the Assab -Addis road at Galafi is going to be rehabilitated by the World Bank in the near future. Feasibility studies are underway with the European Union to provide an alternative solution, probably by rehabilitating the road going to Dewenlé, Dire Dawa and then Addis Ababa within the next 4 to 6 years.

The Somali Corridor road, from Berbera to the Ethiopian border, badly needs rehabilitation. The bridges destroyed during the war have not been replaced and the road itself has disappeared in several sections and therefore is not able to sustain heavy traffic. A \$4.2 million investment by the EU to improve the road from Harer to the Somali border has been reported.

Within Ethiopia, there are a number of road investment projects under consideration. If realised, these roads would result in increased capacity along the corridors carrying international trade.

The only international railway in the region was built between 1879 and 1917 and is managed by a bi-national body, the Djiboutian Ethiopian Railway. The granting of a concession of the line to a private body is under consideration. At present, there are serious problems with lack of locomotives and other rolling stock due to poor maintenance, lack of spare parts and cumbersome administrative procedures for users. Only 9 per cent of the Ethiopian traffic handled through Djibouti are carried by rail. The other railway linking Massawa and Asmara does not serve international traffic. Statistics of the transport networks are indicated below.

<i>Country</i>	<i>Road network</i>			<i>Railway network</i>				
	<i>Km</i>	<i>% paved</i>	<i>Density</i>	<i>Km</i>	<i>Density</i>	<i>TM</i>	<i>Locos</i>	<i>Wagons</i>
<i>Djibouti</i>	2,890	13	0.125	100	0.043	281.7	13	590
<i>Ethiopia</i>	28,500	15	0.025	781	0.001	-	-	-
<i>Eritrea</i>	4,010	22	0.034	352	0.003	-	-	-
<i>Somalia</i>	22,500	12	0.034	-	-	-	-	-

Construction and maintenance of roads is the responsibility of the Ministries of Transport and Public Works, as is the case in Djibouti and Eritrea, or as in the case of Ethiopia an autonomous public body, the Ethiopian Road Authority. The Somaliland Road Authority, in which private capital is also included, is a new development in the region. Transport companies are largely private and in some cases autonomous public sector bodies.

### **Finance needed**

In the near and medium term, these countries lack the resources to develop transport infrastructures. Even the private sector is reluctant to be engaged in financing these facilities due to the prevailing political and

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economic situation. Local authorities are able to prepare and are willing to implement a regional transport strategy and agreements to improve the physical and institutional features of the transport network. Nevertheless, initiative needs to be complemented by external funding focused on sustainable development rather than emergency aid.

The regional approach to solve transport problems with the participation of coastal countries is a crucial factor to overcome the remoteness of the Plateau. This approach, to develop transport infrastructure, will contribute to the stability of the Horn of Africa by fostering common economic interests.

### **Review of Maritime Transport 2000 (UNCTAD/RMT (2000)/1)**

UN Sales No. E.00.II.D.34, ISBN 92-1-112501-4, Price US\$ 60 (150 pages)

This is the main UNCTAD publication in the field of transport. It identifies major developments in world maritime transport and provides a comprehensive database on all aspects of demand and supply of shipping services. This edition records for 1999 the fourteenth consecutive annual increase in world seaborne trade reaching a record high of 5.13 billion tons. Annual growth, however, declined at a rate of 1.3 per cent, the lowest since 1987. Preliminary data available indicate that global maritime trade growth in 2000 is expected to be 2.0 per cent. World surplus tonnage was the lowest in the 1990s and stood at 23.7 million dead-weight tonnes (dwt) but freight rates were still depressed on the main routes. Overall freight payments as a proportion of total import value continued to decrease and reached 5.0 per cent in 1998. However, the percentage for African developing countries was more than twice the world average. World container port traffic reached 165 million twenty-foot equivalent unit (TEU) in 1998 after an annual growth of 6.7 per cent. A review of maritime development in Sub-Saharan African countries is included in this issue.

### **Trade and Development Report, 2000 (UNCTAD/TDR/2000)**

ISBN 92-1-112489-1, Price US\$ 45 (78 pages)

This is UNCTAD's main annual publication dealing with overall trade developments and their effect on the development of developing countries. This issue covers the global events of 1999 and highlights the uneven spread of economic growth with the information and communications technologies fuelling growth notably in the USA. In East Asia, the quick recovery from the 1998 crisis has implied limited corporate restructuring, continued public intervention in credit mechanisms and poverty has remained above the pre-crisis level. A suggestion is put forward to complement the reliance on monetary measures to redress global imbalances, namely increased public investment and a greater developmental role for the State.

### **World Investment Report, 2000**

#### **Cross-border mergers and acquisitions and development (UNCTAD/WIR/2000)**

ISBN 92-1-112490-5, Price US\$ 49 (337 pages)

This important UNCTAD publication celebrates its 10<sup>th</sup> anniversary this year. Part One analyses the global and regional trends in foreign direct investment (FDI) during 1999 and the central role of transnational corporations (TNC). FDI inflows, that is incoming monetary flows during 1999, went up by 27 per cent to reach \$865 billion of which \$208 billion went to developing countries reversing the downward trend of 1998. FDI inflows have grown from \$209 billion in 1990. International production, that is production under the control of transnational corporations, continued to grow due to falling costs in transport and communications. The gross product of TNCs taken as a whole reaches about a quarter of world gross domestic product. As a large share of FDI is made up of cross-border mergers and acquisitions (M&A),

the second part of the report discusses their modalities, trends, performance and rationale. It also analyses M&A advantages vis-à-vis Greenfield investments for contributing to the economy of developing countries.

### **The Least Developed Countries 2000 Report (UNCTAD/LDC/2000)**

ISBN 92-1-112491-3, Price US\$ 45 (252 pages)

This report has been prepared to help in the discussions in the forthcoming LDC III Conference. It describes the dilemma facing the 48 countries that currently make up the LDC group. If average GDP per capita growth rates of 1990-98 continue, only one country would leave that category in the next decade and eight more would leave in the next 50 years. After analysing the current policy proposals, the report presents a set of measures that, to a certain extent, complements those already proposed. The report focuses on the financial flows in and out of LDCs and suggests that official development assistance funds should continue as a major source of external finance. Other suggestions include enhancing national ownership of development projects and their integration into the national budgeting process.

*All these publications are available from Sales and Marketing Section, Palais des Nations, 1211 Geneva 10, Switzerland, fax: +41 22 917 0027, e-mail: unpubli@unog.ch*

## **Advance Cargo Information System (ACIS)**

ACIS is a management information system designed to improve transport efficiency by tracking equipment and cargo on transport modes (rail, road, lake/river) and at interfaces (ports and dry ports) and providing advance information on cargo arrivals. ACIS users are public and adequately serving their logistics customers with day-to-day and strategic decision-making. ACIS users also get regular performance indicators, which enable them to remedy deficiencies and to make full use of the existing infrastructure and equipment capacity.

The ACIS system relies heavily on information technology with modular and robust features able to perform in difficult environments. Each ACIS module is a stand-alone subsystem comprising microcomputer hardware and software packages, and runs on either a single microcomputer or a local network, depending on the size and needs of the transport and terminal operator. Those already having information networks in place would need only the customized software package and training.

ACIS commenced in 1988 and is operational or being installed in the following countries: Bangladesh, Bulgaria, Burkina Faso, Cameroon, Côte d'Ivoire, Ghana, Iran (Islamic Republic of), Kenya, Malawi, Mali, Mozambique, Nepal, Senegal, Sudan, Uganda, United Republic of Tanzania, Zaire, Zambia and Zimbabwe (interconnecting with South Africa). Railway operators using the tracking module, RailTracker, achieve:

- Better use of equipment: fast locating equipment enables better availability of wagon fleets and their adequate maintenance;
- Reduction in transit times of goods due to speedier traffic flows at border crossings, easy interchange of rolling stock between networks and simplified wagon hire compensation formalities;
- Improved quality of logistics services to shippers and forwarders: data on cargo whereabouts facilitates off-take and delivery and reduction of insurance costs.

Tanzania Railways Corporation (TRC), has achieved the following average reductions with RailTracker:

- wagon turnaround time from 18 days in 1994 to currently 13 days;
- wagon detention at terminals from 8 days to 4 days;
- daily interchange balance from 203 to 108 wagons;
- dwelling time of foreign wagons from 28 days to 12 days;
- transit times from 15 days to 3 days.

Simultaneously, increases of average:

- locomotive utilization from 280 km per day to 380 km;
- wagon utilization from 73 km per day to 120 km;
- wagon productivity from 20 loadings to 28 loadings per year.

Moreover, the production of timely performance statistics allows the development of strategies for improvement of the business and organization in general. Better control of cash flow is possible through available daily data on received and outstanding payments. Weekly operational targets can be achieved thanks to daily freight loading statistics. In particular the commercial function is now able to respect delivery times, inform customers about status and position of cargo and offer reliable supply of wagons to customers.

In macroeconomic terms, ACIS plays an important role in developing trade and reinforcing integration of neighbouring countries. It enables transport operators to communicate, through modes and interfaces and over borders, vital information that they require to improve their efficiency, thus reducing costs and time of carriage along transport corridors.

In 2001, the ACIS Integrated Railway Network System that links all railway networks in Southern Africa will become operational. The system will link together 14 rail networks, eight of which are located in LDCs, allowing traders to track their cargo via the internet and facilitates the coordination and organization of the cross-border movement of goods, hence reducing costs.

ACIS was developed with the help of UNDP seed money complemented by the World Bank, French and German Cooperation agencies and European Union funding. About \$15 million has been provided from external resources for developing the modules and installing the packages and projected expenditures for 2000 are about \$3 million.

A typical implementation of ACIS RailTracker for a medium-sized railway takes 18 months and costs between \$0.5 to 1.0 million. Of course this price depends on whether funding includes hardware (computers and telecommunications) and on the size and operational pattern of the railways. Implementation comprises the provision of experts; procurement of data processing and telecommunications equipment and training of national staff for building a sustainable system that can be managed by the operator. UNCTAD supplies sustainability through maintenance contracts.

*For more information visit the RailTracker website [www.railtracker.com](http://www.railtracker.com) and contact the ACIS Coordinator, UNCTAD, Palais des Nations 1211 Geneva 10, Switzerland, Tel + 41 22 907 4480; Fax: +41 22 907 00 49; e-mail: [coll.hunter@unctad.org](mailto:coll.hunter@unctad.org).*

## UNCTAD activities in Somali ports during the 1990s

In August 2000, after protracted negotiations held in Djibouti by a large body of Somali elders a new President for Somalia was elected. This event marked a landmark in a catastrophic decade that witnessed large-scale civil war, famine and foreign military intervention. Finally humanitarian efforts by UN agencies and NGOs palliated the worst effects of the catastrophe and built the basis for national reconciliation. UNCTAD, under the aegis of UNDP, carried out activities for rehabilitating Somali ports and their management.

A civil war had been ravaging the country since late 1990. In October 1992, UNDP requested UNCTAD to conduct a mission to the port of Mogadishu to recommend efficient handling methods for relief cargo being sent to the country. Humanitarian agencies and NGOs<sup>4</sup> were reporting large cargo losses, extortionate charges applied by armed gangs and occasional widespread looting. However, the mission was postponed due to the closure of the port because armed militias were shelling incoming vessels.

In December 1992, with the authorization of the UN Security Council some 30,000-plus soldiers of the Unified Task Force (UNITAF), known as “Operation Restore Hope”, and led by the USA, took control of the port, airport and vital roads linking Mogadishu to the inland food-distribution centres. In a three-week period nine key towns were secured by UNITAF. This assured distribution of large quantities of relief cargoes conveyed by humanitarian UN agencies and NGOs to counter the famine affecting the Somali population in Central and Southern Somalia.

The UNCTAD mission, in late March 1993 assessed the operational and administrative situation of the port of Mogadishu. In particular, recommendations were made on the transfer of the port from the military to a civilian administration. The prospects for a political settlement appeared good at this stage - Somali parties had signed an Agreement of Reconciliation in Addis Ababa where a Transitional National Council (TNC) was expected to be in place within two years. A resolution of the Security Council<sup>5</sup> requested UN agencies to collaborate in the rehabilitation of the political institutions and economy of the country.

The recommendation was made that a civilian expatriate management team would take over the management of the port of Mogadishu from the military and UNDP agreed to finance it. UNCTAD, then, proceeded to select and engage the required expertise. As a qualified team had to be fielded rapidly, UNCTAD took the decision to use Indian port managers. The necessary clearances were obtained from the Port Trusts and Ministry of Surface Transport. In June 1993, the Indian team made up of a general manager, finance manager, chief engineer and pilot plus the team leader, formerly with the US Army, were fielded after armed clashes at the start of the month subsided.

The transfer of port management from the military was completed at the end of July. During the following three months, 122 vessels discharged 127,036 tonnes of cargo, of which 46 per cent was military and the remaining civilian, mostly commercial. A tariff, similar to the one in force before the Civil War, was applied to ships and cargoes.

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4 World Food Programme (WFP), UNICEF, Caritas, Care, etc.

5 Security Council Resolution S/RES/814 (1993) of 26 March 1993.

From November, an improved division of work was implemented by UNOSOM.<sup>6</sup> The Mogadishu Port Commission (MPC) was established to formulate policies and guide development of the port with the Mogadishu Port Authority (MPA), with responsibilities for maintenance and development of infrastructure, provision of marine and ancillary (i.e. water, power, etc.) services. The UNCTAD team, therefore, became the MPA. All cargo handling, stevedoring and storage, including the provision, operation and maintenance of equipment, including the chartering of two tugs, was assigned to the Mogadishu Port Operation Corporation (MPOC). The MPOC was staffed by a team from Hamburg Port Consulting (HPC) under the guidance of WFP using a grant from the World Bank.

UNCTAD activities encompassed all ports of the country. In July 1993 another UNCTAD mission had surveyed and recommended the rehabilitation of the ports of Kismayo, Bosaso, and Berbera leaving aside the lighterage ports of Merca and Brava. In addition, after assessing customs procedures, a consultant recommended postponing any action customs related assistance until a national authority was in place. Moreover, UNOSOM set up a Port and Transportation Unit (PTU) within its Division of Humanitarian Affairs to provide for an orderly rehabilitation and development of all ports of the country and its functioning was also entrusted to UNCTAD.

A management team was fielded in Kismayo from February until May 1994, when it withdrew, as commercial activities were not possible with the unsettled security situation in the Juba valley, the hinterland for this port. Similarly, during the year, the functioning of Mogadishu became more difficult due to increased security problems. Although a wall was erected by MPA to separate the port area from the surrounding town, the access control, provided by UNOSOM troops, progressively deteriorated during the year and a number of informal vendors set up business within the port. There were a number of security incidents and, during one of them, two MPOC expatriates were beaten by a group of local workers. Disagreements on the implementation of handling tariffs led to work stoppages and armed clashes. The local authorities' ban on exports of scrap led to a temporary port closure. All this reflected the worsening security situation in the south of the country.

Nevertheless, UNCTAD set up basic procedures, engaged counterparts and provided on-the-job training so that local personnel would take over the MPA functions after the departure of UN staff. Port activity to mid-1994 is indicated in the table below. With the withdrawal of UNOSOM, all planned UN operations in the port of Mogadishu ceased in March 1995. The port continued to function briefly but because of the fighting was forced to close.

***Basic statistics for Mogadishu. Period 1 August 1993 to 31 July 1994***

<i>Type of vessel/chartered by</i>	<i>No of ships</i>	<i>Tonnes</i>
<i>Navy or other non cargo vessels</i>	<i>18</i>	<i>-</i>
<i>Military vessels with cargoes</i>	<i>106</i>	<i>80,810</i>
<i>UNOSOM vessels with cargoes</i>	<i>68</i>	<i>103,827</i>
<i>Relief-cargo vessels (WFP and NGO)</i>	<i>37</i>	<i>91,685</i>
<i>Commercial vessels, including dhows</i>	<i>305</i>	<i>257,135</i>
<b><i>TOTAL</i></b>	<b><i>534</i></b>	<b><i>533,457</i></b>

Note: Tonnes include discharge and loaded cargoes

<sup>6</sup> All UN activities in the country were under UNOSOM (United Nations Operations in Somalia) which was headed by the Special Representative of the Secretary-General of the UN. The organization structure decided for Mogadishu was spelled out in a letter from the Special Representative to the Executive Director of WFP, dated 19 October 1993.

The UNCTAD team was redeployed to Nairobi where revenues that had been collected by MPA were deposited in two escrow accounts opened in Meridian Bank and Bank Indo-Suez. Total balances in these accounts were about \$800,000 and outstanding receivables were about \$222,000. An audit,<sup>7</sup> conducted soon after by the UN Office of Internal Oversight Services concluded that financial statements represented fairly the results of MPA operation. In November UNDP Headquarters decided<sup>8</sup> to transfer these monies, which started to be called the “Mogadishu Trust Fund”, to the account of UNDP-Somalia in Nairobi. In May 1997, the monies were transferred to UNDP Headquarters into a cost sharing project account.

UNCTAD had more impact in the North of the country, as an advisor to the incipient administrative structures existing in the ports of Berbera and Bosaso. As early as February 1994 a mission was sent to Berbera to advise local authorities on a proposal submitted by a private company to run this port and make a detailed assessment of urgent rehabilitation needs. Contacts between UNCTAD and European Commission (EC) headquarters in early 1994 led to the mission by a Greek consulting engineering firm (ADK) during the second part of the year. This firm prepared a comprehensive plan for physical rehabilitation of the ports of Berbera, Bosaso and Kismayo on behalf of the EC-Directorate General VIII and EC-Somalia Unit, based in Nairobi.

In 1995, UNCTAD’s priority focussed on establishing a board of directors in each port. A seminar for potential board members for Berbera was conducted in March in Djibouti with the help of the Port Autonome International de Djibouti (PAID). Two other seminars were run in Nairobi during the second half of the year for potential board members for Bosaso and Kismayo.

Refocusing activities to the North meant undertaking short-term missions whenever security conditions were favourable. These missions made recommendations on cargo handling and financial procedures and equipment requirements in the ports of Berbera and Bosaso. Again, UNCTAD made use of Indian expertise, which was available at short notice.

The slow but steady improvement in security observed during 1995, particularly in Northwest Somalia, was duly reported in meetings of the SACB – the gathering of all donor countries working in Somalia. Then, in 1996 the EC decided to undertake a number of high-priority and labour-intensive civil works that had been suggested by ADK for Berbera and Bosaso with a budget of about \$2.5 million. In the same year, EC also decided to provide additional funding to boost UNCTAD activities to develop sustainable management structures and to provide oversight and guidance to these ports to facilitate the rehabilitation of infrastructure.

In Northeast Somalia UNCTAD contributed to the establishing of a local administration. In late 1995 and early 1996, two missions were carried out by a high-ranking officer of the Indian Civil Service to set up basic procedures. Then, in early 1997, EC asked UNCTAD to rehabilitate four critically needed public buildings in Bosaso to accelerate the setting up this local administration. Although this task was outside UNCTAD’s mandate, it was undertaken with the favourable recommendation of the UN Humanitarian Coordinator. In addition, the project provided regional security services on behalf of UNDP as a complement to those performed in the Bosaso port area. An incident whereby after an UNCTAD staff member was beaten a 3-year old camel was paid as compensation is an indication of the instability that from time to time flared in this region.

During 1997, UNCTAD activities, now financed by UNDP and EC, concentrated on improving operational and administrative procedures in Berbera and Bosaso, often through on-the-job training. In Berbera, monthly operational statistics and financial statements were produced. Spare parts were supplied for cargo

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7 Audit Assignment No N95/06 – Audit of Mogadishu Port Authority, May 1995.

8 Memo from Chief, CPD I, RBAS dated 23 November 1995.

handling equipment, equipment was rehabilitated and drivers trained. In Bosaso, operational statistics were collected and since 1998 when port and customs accounts were separated, financial statements were produced. Ship and cargo statistics are indicated in the following table. Trade in these ports has a seasonal pattern that coincides with the Northeast Monsoon and is concentrated in the period December through April/May.

### *Statistics for Northern ports in Somalia*

Year	Ships				Cargo				
	GRT total	Total	Ships	Dhows	Exports				Imports total
					Head	Sheep	Hides	Total	
<b>BERBERA</b>									
1996		846	541	305					
1997	1,558	801	736	65	2,900	2,700		124,408	230,126
1998	753	464	411	55	1004	906		50,321	343,399
1999	860	698	617	81	2,175	2,048	936	96,958	423,497
<b>BOSASO</b>									
1997		549	96	431	526	494	640	25,162	87,998
1998		527	98	451	552	519	197	23,860	137,972
1999		400	75	325	430	400	10	20,494	99,981

Note: GRT total is in thousands for total number of ships and dhows. For exports, Head indicates the total number of livestock in thousands, including sheep, goats, cattle and camels. Sheep indicates the number of sheep and goats in thousands of the total number of livestock. Hides are indicated in thousand of pieces. Total exports are indicated in tonnes assuming average weights of 420 kg per camel, 220 kg per head of cattle and 30 kg per sheep or goat. Total imports are indicated in tonnes.

Formal training activities in Berbera began with workshop personnel and progressively expanded to include operational and administrative personnel of the port. A study tour to the Indian dhow ports of Gujarat and Tuticorin was organized and successfully conducted for six managers of this port. Advisory and training activities were complemented with the procurement of vehicles, communication equipment (i.e. VHF, hand-held radios, fax, etc.), training equipment (i.e. photocopy machines, tools, desks, blackboards, etc.), generators and spare parts for fixed and mobile cargo handling equipment. In addition, some minor improvements in the training facilities of Berbera and the Harbour Master's office in Bosaso were carried out.

An assessment of customs practices was also conducted for these two ports. Two missions made in 1996 made recommendations on improving the valuation of imports and the collection of customs duties. An evaluation, of the implementation of the recommendations for the Northwest region was made in late 1997 by a mission from HM Customs and Excise.

In 1998, a seminar was conducted in Dubai for traders seeking transport improvements for goods imported into Somalia. Lack of storage capacity to make large purchases, absence of insurance and volatility of demand were mentioned as factors hampering the growth of trade in Berbera and Bosaso. The situation deteriorated when Saudi Arabia imposed an import ban of Somali livestock due to fatal cases of "Rift Valley Fever". Since livestock is almost the only export good of the country and the main traffic for Berbera, the reduced income meant a depressed economy. The ban was only lifted in mid 1999 and was recently imposed again in September 2000.

Also, during 1998 a survey of the status of the approximately 3,300 Km of Somali coastline was made to investigate claims of illegal dumping of chemicals along the coast. Illegal fishing was also suspected. The

joint mission of UN agencies and NGOs, which received logistical support from UNCTAD, was unable to substantiate these allegations.

During 1998 and 1999, formal training was given priority and included personnel from the port communities of Berbera and Bosaso. New training centres were built, equipped and put in operation and training of trainers took place. Advisory services to the Commerce Minister in the Northwest region were started. In late 1999, famine was confirmed in Ethiopia and this pushed the port of Berbera into the limelight as some of the relief cargoes were shipped via this port during the present year. Discussions were held with Somaliland and Ethiopian officials towards establishing transit agreements to cover relief and commercial cargoes.

During 2000, the first Somali expatriate engaged in the projects prepared the Operation Regulations for the port of Bosaso. By mid-year a customs mission prepared a proposal to set up a whole new customs service, which is planned to start in 2002.

UNCTAD expenditures to carry out these activities over a period of almost eight years reached a total of over \$8.4 million. Activities were conducted with 90 per cent of the funding from UNDP and the remainder from EC. The fact that institution building, including training, was complemented with “hardware” interventions, such as that of physical rehabilitation undertaken by EC and by UNCTAD with EC funding, proved an effective combination.

The challenges brought about by the new realities with a recently elected President will probably require enlarging activities to cover the South of the country. Although, it is too early to say whether the new realities will stand, which the donors will be watching closely, new strategies will soon be needed. As in the past, UNCTAD would be ready to assist so that, eventually, Somalia could regain its place in the UN.

## Maritime training activities

### **Port Institute for Studies and Co-operation (IPEC)**

In 1991, Valencia Port Authority established IPEC to become the focal point for innovation and technological developments related to transport and ports and to upgrade the knowledge and skills of those involved in the industry. IPEC's activities were reviewed in Newsletter No. 12 (November 1994). During this time, IPEC was the Spanish support centre of UNCTAD training activities and provided training for managers of the Spanish and Latin American ports on behalf of Spanish ports. Since 1998, IPEC has focused its activities and become the Valencian Port Institute for Studies and Cooperation ([www.ipec.es](http://www.ipec.es)). It now encompasses also the ports of Alicante and Castellon the two other ports located within the territory of the Valencian Region.

The Master Programme on Port and Intermodal Transport Management, started in 1992 by IPEC in conjunction with the Institute of Postgraduate and Continuing Education (ICAI-ICADE) of the Universidad Pontificia Comillas from Madrid, is now in its 9<sup>th</sup> year. This continues to be the only university course of its type at a Master level in Spain. The course offers actual or future managers of the transport sector an opportunity to improve their executive skills and their specific knowledge for an up-to-date management of transport services and ports.

The Master course provides participants with training in business management - common to the corporate world- as well as specific training geared to the performance of management functions in private or public companies operating in or using ports and transport services. The course is divided in five areas: business management, international trade, shipping, road and rail transport and port management.

Participants to the Master course are provided with comprehensive management training for increasing their capacity for analysis and decision making in the international environment. Focus is given to small and medium sized enterprises especially those involved in transport and ports. In depth theoretical, institutional, legal, strategic and practical coverage of international trade is given to understand requirements on logistics and transport networks. An intermodal approach to shipping, road, and rail transport activities complements the technical, commercial, legal, economic and political coverage specific to each mode of transport. Finally, managing the development and operation of ports and other infrastructures closes the content of the course.

The profile of participants in the Master course is management staff and executives from public and private companies, entities and business units connected with ports, shipping, land transport and foreign trade. Young professionals having a university degree but without experience in this field and who wish to make their professional career in this sector, are also participants. The 500-hour Master course takes place from October to June in Spanish but a working knowledge of English is also required to follow it successfully. Classes and work sessions take place Thursday evening, all-day Friday and Saturday morning. IPEC's website ([www.ipec.es](http://www.ipec.es)) contains information on admission requirements and course content. For more information on admission, application forms and possible financial aid, contact the Master Programme Secretariat (fax +34 96 393 94 099 or via Email at [ipec@valenciaport.com](mailto:ipec@valenciaport.com)).

Those professionals having less time available could be interested in the 400-hour Specialization Programme comprising courses on shipping, land transport, port management and intermodal transport. Participants sit in on selected courses of the Master course but are exempt from preparing a project at the end of the course.

The activity of IPEC in the areas of technical assistance and cooperation focuses on the European Union and developing countries of Latin America, the Mediterranean Basin and Eastern Europe. IPEC collaborated with UNCTAD in the preparation of the Spanish version of this Newsletter. Since 1993, IPEC became the Spanish Trainmar Associate Maritime and Port Resource Centre. It is permanently linked to training centres and professionals in over 40 countries through contacts established in the UNCTAD network. Moreover, IPEC provides theoretical and practical training in port management, planning and development of container terminals, safety management and implementation of information and telecommunications technologies to Latin American professionals having scholarships awarded by the Spanish National Port Authority.

*Enquiries regarding IPEC activities should be addressed to IPEC, Edificio del Reloj del Puerto de Valencia, Muelle del Grao, 46024 Valencia, Spain. Fax: +34 96 3993 94 09.*

### **TRAINMAR Programme**

This programme presently is providing large-scale training activities of interest to those involved in ports and transport. The programme is a result of technical assistance activities undertaken by UNCTAD during the 1970s and 1980s. The programme is well adapted to the radical changes seen in the ports and transport industries of Latin America, notably in South America. In this region, overstaffed organizations from the public sector have been dismantled and replaced by lean bodies from the private and public sectors, which

prefer to outsource training. This has resulted in raised demand for concise and quality training, which is conducted on a commercial basis.

Current activities under this programme are focused mainly in Latin America through three networks encompassing training institutions and universities in the Caribbean, Central America and South America. Between 30 to 40 courses are delivered monthly in the Caribbean and Central American networks. The courses are of variable duration and are addressed to supervisors, middle and senior managers, mostly from ports. In South America, courses are conducted mainly through ATAS - a non-profit organization that delivers financially self-sustaining quality training in accordance with market demand. Members are made up of a number of universities, training institutions and individuals. GTZ, the German development agency, provides support for developing training materials, notably the 800-hour specialization programme in International Port and Transport Management, which is available in Spanish. Recently an agreement has been reached with ILO to translate and deliver courses of the PDP programme (see below) in Latin America.

A Central Support Team co-ordinates field activities of this programme, which also take place in other regions (i.e. Black Sea, South East Asia). Additional information on this programme is available at [www.trainmar.org](http://www.trainmar.org).

### **TRAINFORTRADE Programme**

This programme pursues training activities as tools for implementing human resources development policies in organizations involved in international transport and trade. Its broader aim is to stimulate improvements in international trade and trade related services. The programme addresses one of the crucial problems of developing countries – institution building. Accordingly, a pilot project, focusing on port authorities and other bodies of the port community trying to achieve high efficiency has been operational since 1996.

A network of European (Ghent in Belgium and Las Palmas in Spain) and West African (Cotonou in Benin, Libreville in Gabon and Dakar in Senegal) ports has been set up to develop and implement a 180-hour course leading to a Port Management Certificate. The course has been prepared in French and is divided into eight modules lasting 20-25 hours each. Seminars for training trainers have been conducted to implement the courses, which are regarded by West African ports as an integral part of their human resources and personnel policies. Middle managers generally follow the modules over a period of one year to obtain the Certificate, which is awarded to those participants who have successfully presented an individual research paper following completion of their training. An evaluation of the work carried out, its impact and sustainability are currently being undertaken. Components of distance learning technologies (i.e. use of CD-ROM, Internet sites, electronic mail, and the like) have been added to the modules to increase their effectiveness. The courses have been translated into English and Portuguese.

Taking advantage of UNCTAD's in-house expertise, the following short courses, lasting up to one week each, have been developed: Alternative Logistics Strategies, Competition Law and Policy, Trade and Environment, and Analysis of International Trade Policies with a Global Model. These courses would be of interest to a wide variety of bodies dealing with international trade, such as Chambers of Commerce, export associations, companies, Ministries, planning agencies, export agencies and NGOs working on environmental protection issues. Their aim is to stimulate the development of similar pilot projects that link training with the implementation of human resource development and personnel policies for these organizations.

This programme has a core of methodological courses that can be used to identify managerial problems and to propose interventions in the field of human resources development to overcome them. An intensive use of distance learning tools is being undertaken at this stage and a central support team is in charge of this

component of the programme. Additional information about this programme is available at [www.unctad.org/trainfortrade](http://www.unctad.org/trainfortrade).

### **Seminars available from the Transport Section**

Three seminars are available to interested senior officials from shipping, ports and related organizations. The objective of these seminars is to assist in implementing adequate company policies, in managing major changes in the industry and in developing comprehensive training programmes for management.

The seminar on *Strategic Shipping (StratShip)* aims to improve the performance of shipping companies in developing countries by providing a good understanding of the role and techniques of strategic planning. Developing a strategic plan and analysing the results of the decision taken is made by the participants working in syndicates with the help of a computerized exercise that simulates the management of a container shipping line.

The *Strategic Port Pricing (IPP4)* policy seminar explains the use of port pricing as a strategic tool for promoting efficient port investments and services while increasing the competitive position of the port. More specifically, the seminar provides practical information on how to contribute to the preparation of business plans, set tariffs to support investment and increase market share, manage the process of tariff revision, etc. Computerized exercises provide participants with a good grasp of the techniques.

The *Strategic Port Planning (IPP5)* policy seminar explains the process of strategic planning and its use in ports. It identifies the elements and shows how goals and objectives are generated. Internal and external environmental scanning is covered to identify key issues. In addition, the use of surveys and focus groups are used to identify key goals, objectives and implementing strategies. Finally, monitoring mechanisms and examples are discussed.

Potential participants to these seminars are senior managers from shipping companies, port authorities and operators, road/rail transport companies, shipping agents and freight forwarders and officials from Transport and Public Works Ministries.

These seminars last between three to five days and can be conducted, at a national level, by two experienced instructors for a maximum of 24 participants. They are available in English and can be run by the Transport Section on request from interested bodies and organizations. Upon request, a budget will be prepared to cover the fees, expenses and travel of two qualified instructors. The interested body should cover local expenses such as the conference room, computer facilities and incidental expenditures.

*Enquiries regarding this Policy Seminar should be addressed to the Transport Section, UNCTAD, Palais des Nations, CH-1211 Geneva 10, Switzerland. Fax: +41 22 907 00 50.*

### **Portworker Development Programme (PDP) – International Labour Office**

The first 30 instructional units have been prepared under this programme, financed by the Government of the Netherlands, for implementing health and safety measures at work in container terminals. Topics covered include terminal operations, operational supervision and control, container and containership construction, container packing, the handling of dangerous goods, and container terminal safety.

Each unit of instruction consists of an instructor's text (instructions on preparation and presentation, supplementary materials that will need to be prepared, guidelines on how to organize related visits and exercises and fuller explanations of technical content). There is also a set of about 50 coloured overhead projection transparencies, a set of laminated worksheet masters for photocopying for exercises, and a set

of laminated test paper masters, also for photocopying. Each unit provides material for 20 to 40 hours of instruction, depending on the topic.

PDP is available in English and Spanish. It is available in a hard copy version and CD version in English and in Spanish. PDP is being translated into Chinese (Mandarin) and Korean for implementation in the People's Republic of China (PRC) and the Republic of Korea. Negotiations are underway for translation into Portuguese and Italian.

PDP has been successfully implemented in 25 terminals and training organizations in more than 15 countries. Training centres such as the Shipping and Transport College, Rotterdam and the Global Maritime Transportation School at the Kings Point Merchant Marine Academy use PDP in their Diploma and Graduate programs. The Global terminal operator Hutchison Port Holdings use PDP for training their container terminal personnel in Hong Kong (China), PRC, Indonesia, Panama and the UK.

*For further details and information on how the ILO can assist in creating a framework for implementing PDP, contact the Maritime Industries Branch, International Labour Office, 4 route des Morillons, 1211 Geneva 22, Switzerland, fax: + 41 22 799 7050, e-mail: [MARIT@ILO.ORG](mailto:MARIT@ILO.ORG) and at [www.ilo.org/public/english/dialogue/sector/sectors/pdp.htm](http://www.ilo.org/public/english/dialogue/sector/sectors/pdp.htm)*

### **World Maritime University**

The World Maritime University (WMU) was established in 1983 by the International Maritime Organization to provide advanced maritime education and training for the global maritime community. A self-evaluation as well as an institutional audit, executed by the Association of European Universities (CRE), were carried out during 1999 to assess WMU performance. The stated aims of WMU are to achieve global recognition as a first class educational establishment and ensure that stakeholders perceive support to the university as sound investment in the future development of the maritime sector.

Starting in 2001, WMU is introducing an upgraded educational programme in the maritime field. Accordingly, a flexible educational Maritime Affairs Programme is being implemented that will be divided in four semesters. All students would follow the first two semesters, a three-month foundation course and a four-month pre-specialization course. At that point, there will be three possibilities for the student:

- Leave with a Postgraduate Certificate;
- Enter the post-graduate Diploma track;
- Enter the Master of Science track.

Students in the Diploma track that achieve a satisfactory result in the third semester, a five-month specialization course, would obtain a Postgraduate Diploma. Those enrolled in the other track after successful completion of the specialization course and the final semester, a five-month elective course with a dissertation, would be awarded the Master of Science.

The normal length of studies for the four semesters is 17 months. However, qualified students may be accepted for an accelerated 9-month MSc programme. Students following this programme are allowed to specialize in five areas during semester three and four namely maritime safety and environmental protection, maritime administration, maritime education and training, port management and shipping management.

In addition to its educational programme, WMU offers Professional Development Courses (PDC) to allow managers to update their professional knowledge. These courses provide intensive short-term teaching and training on selected topics in maritime management, development and administration. Course fees cover

tuition, documentation, lunches and organized social events. Participants can arrange accommodations at preferential rates at two hotels close to the University.

Full information about WMU educational and training offers is available at [www.wmu.se](http://www.wmu.se)

For further information on PDC contact Captain Jan Horck, World Maritime University, PO Box 500, S-201 24 Malmo, Sweden, fax +46 40 128 442, or e-mail [Jan.Horck@wmu.se](mailto:Jan.Horck@wmu.se)

### **AAPA 2001 Seminar Schedule**

The American Association of Port Authorities (AAPA) offers an extensive array of training programmes, which cover virtually all areas of interest to the port industry. The programmes are open to those with an interest in the seaports of the Western Hemisphere. Port personnel worldwide are encouraged to attend these programmes, to share their experiences and to learn from others. Programmes generally include panel discussions with industry experts, question and answer sessions, interactive participant activities, technical tours of port facilities and opportunities for informal networking.

There are over ten seminars programmed with the first one a Cruise Workshop, 18-19 January, in Los Angeles, California. The Annual Convention of AAPA, hosted by the Quebec Port authority, will take place in Quebec City, Canada from 1-5 October. For further information, visit the AAPA website [www.aapa-ports.org](http://www.aapa-ports.org) or contact Cerena Cantrell, fax: +1 (703) 684 6321 or e-mail: [ccantrell@aapa-ports.org](mailto:ccantrell@aapa-ports.org)

## **Miscellaneous: Cooperation, Courses, Conferences**

### **Conferences and events**

As the conference programme is continually changing, we feel it is better to give our readers a number of websites they may refer to that provide current listings of upcoming events. The following sites may provide links to more detailed information:

- [www.baltic.conventions.co.uk](http://www.baltic.conventions.co.uk)
- [www.fairplay.co.uk](http://www.fairplay.co.uk)
- [www.iir-conferences.com/transport](http://www.iir-conferences.com/transport)
- [www.lloydslistevents.com](http://www.lloydslistevents.com)

### **Pan-African Association for Port Cooperation (PAPC)**

A new continental organization was officially launched in Alexandria (Egypt) in November 1999. The three subregional port management associations, namely PMAWCA (West and Central Africa), PMAESA (Eastern and Southern Africa) and UAPNA (North Africa) form the association which marks a milestone in inter-port cooperation. One of the objectives of the association is to help the economic integration of the regions into global markets. The development of joint strategies will help reverse the decline in the regions. The first joint meeting was scheduled to take place during the Pan-African Ports Conference to be held in Abidjan, December 5-6, 2000.

### **IAPH**

The 22<sup>nd</sup> World Port Conference will take place in Montreal, Canada from 19 to 26 May 2001. The theme of the conference is: 2001, A Maritime Odyssey. The sub-themes are: The World Economy at the Dawn of the Third Millennium; Port Industry – Realities and New Challenges; Port Management – A Strategic Approach in the Face of Emerging Realities; Technological Innovations - Indispensable Tools for Success in the Maritime Industry; and New Environmental Responsibilities for Ports – A Real Challenge. For more details visit [www.iaph.or.jp](http://www.iaph.or.jp).

### **International Port Training Conference**

The 16<sup>th</sup> Conference will take place in Rotterdam, Netherlands from 27 to 30 May 2001. There will be demonstrations of simulation training facilities and debate on the main theme of the conference, Normalising training curricula in the World Port Industry. There will also be presentations on developments of modern methodologies and training techniques. For more details contact the Executive Secretary, Mr. B.N. de Boer, fax: +31 78 682 0896 or e-mail [chasqui@wxs.nl](mailto:chasqui@wxs.nl).

### **Institute of Maritime Economics (ISEMAR)**

ISEMARs research work is aimed at companies operating in the field of sea transport activities, as well as organizations involved in business promotion. The group undertakes projects in shipping, ports and logistics and carries out studies on feasibility, company's strategies, market analysis, etc. As well, it publishes technical notes on analytical studies of maritime activities. Additional information can be found at [www.isemar.asso.fr](http://www.isemar.asso.fr).

*I S E M A R, B P 152, 44603 St - Nazaire Cedex, France, fax: +33 2 40 90 50 86, e-mail [contact@isemar.asso.fr](mailto:contact@isemar.asso.fr)*

#### ***Acknowledgement***

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## MARITIME TRANSPORT AND PORTS PUBLICATIONS

The following selected port publications are available from the UN Sales and Marketing Section, Palais des Nations, CH -1211 Geneva 10, SWITZERLAND - **Fax: +41 22 917 00 27**. The corresponding payment plus US\$ 12 to cover handling and distribution costs must accompany all requests. Cheques must be made payable to "United Nations, Sales and Marketing Section" in US dollars drawn on a United States bank or in Swiss francs drawn on a Swiss bank.

Title		Price In US\$
<b>MONOGRAPHS ON PORT MANAGEMENT</b>		
Changing from day-work plus overtime to two-shift working (UNCTAD/SHIP/494(1))	1983	20
Planning land use in port areas: getting the most out of port infrastructure (UNCTAD/SHIP/494(2))	1983	20
Steps to effective equipment maintenance (UNCTAD/SHIP/494(3))	1983	20
Operations planning in ports (UNCTAD/SHIP/494(4))	1985	20
Container terminal pavement management (UNCTAD/SHIP/494(5) and Supp.1)	1987	30
Measuring and evaluating port performance and productivity (UNCTAD/SHIP/494(6))	1987	20
Steps to effective shed management (UNCTAD/SHIP/494(7))	1987	20
Economic approach to equipment selection and replacement (UNCTAD/SHIP/494(8))	1991	20
Multi-purpose port terminals: Recommendations for planning and management (UNCTAD/SHIP/494(9))	1991	20
Computerized container terminal management (UNCTAD/SHIP/494(10))	1993	20
Electronic Data Interchange concerning ports (UNCTAD/SHIP/494(11))	1993	20
Marketing promotion tools for ports (UNCTAD/SHIP/494(12))	1995	20
Freeport development: the Mauritius experience (UNCTAD/SHIP/494(13)) (English only)	1996	20
Sustainable development strategies for cities and ports (UNCTAD/SHIP/494(14))	1996	20
Quality Management — the Port of Nantes/St. Nazaire experience (UNCTAD/SHIP/494(15))	1998	20
Evolution of Brazilian Port Legislation (UNCTAD/SHIP/494(16))	1999	20
<b>Recent reports</b>		
Strategic planning for port authorities (UNCTAD/SHIP/646)	1993	15
Sustainable development for ports (UNCTAD/SDD/PORT/1)	1993	15
Port organization and management: report prepared for the Intergovernmental Group of Experts on Ports (TD/B/CN.4/GE.1/2)	1993	15
Report of the Intergovernmental Group of Experts on Ports (TD/B/CN.4/28)	1993	15
Strategic pricing for ports (UNCTAD/SDD/PORT/2) (English only)	1995	15
Comparative analysis of deregulation, commercialization and privatization of ports (UNCTAD/SDD/PORT/3)	1995	15
Financing port development (UNCTAD/SDD/PORT/4) (English only)	1996	15
Potentialities for regional port cooperation (UNCTAD/SDD/PORT/5)	1996	15
Port organization and management: report prepared for the Intergovernmental Group of Experts on Ports (TD/B/CN.4/GE.1/6)	1996	15
Report of the Intergovernmental Group of Experts on Ports (TD/B/CN.4/57)	1996	15
Guidelines for Port Authorities and Governments on the Privatization of Port Facilities (UNCTAD/SDTE/TIB/1) (English only)	1998	15
Review of Maritime Transport, 1999 (UNCTAD/RMT(99)/1) (English only)	1999	50
Review of Maritime Transport, 2000 (UNCTAD/RMT(2000)/1)	2000	60

► Older reports (see below) are available on microfiche from the Sales and Marketing Section of the United Nations. Prices are available upon request. The UNCTAD secretariat can, however, assist those who wish to receive a photocopy of these documents. A small charge is requested to cover reproduction costs. Special conditions will be given to training institutions in developing countries. Orders must be sent to UNCTAD Transport Section in Geneva and cheques in US dollars made payable to "UNCTAD - IPP Funds in Trust".

<b>Title</b>		<b>Price in US\$</b>
Port Statistics: selection, collection and presentation of port information and statistics (TD/B/C.4/79)	1971	25
Berth Throughput: systematic methods of improving general cargo operations (TD/B/C.4/109 and Add.1)	1973	40
Port Pricing (TD/B/C.4/110/Rev.1)	1975	25
Port performance indicators (TD/B/C.4/131/Supp.1)	1976	25
Appraisal of Port Investment (TD/B/C.4/174)	1977	40
Manual on port management (four volumes) (UNCTAD/INV/523/Rev.1)	1977	50
Port development: a handbook for planners in developing countries (TD/B/C.4/175/Rev.1)	1984	40
Manual on a uniform system of port statistics and performance indicators (UNCTAD/SHIP/185/Rev.1)	1985	40
Proceedings of seminar on container terminal management – Antwerp, 1983 (UNCTAD/SHIP/612)	1985	40
Port Development: role of UNCTAD - A summary of UNCTADs work in ports (TD/B/C.4/AC.7/2)	1985	25
Port management training: UNCTADs approach (TD/B/C.4/AC.7/3)	1985	25
Cooperation between ports (TD/B/C.4/AC.7/4)	1985	25
Port financing (TD/B/C.4/291)	1985	25
Development of bulk terminals (TD/B/C.4/292)	1985	25
Transshipment ports (TD/B/C.4/293)	1985	25
Rights and duties of operators and users of container terminals (UNCTAD/ST/SHIP/6)	1986	25
The commercial risk factor in container terminal management (UNCTAD/ST/SHIP/12)	1987	40
Operating and maintenance features of container handling systems (UNCTAD/SHIP/622)	1988	25
Port administration & organization: a noteworthy experiment in Morocco (UNCTAD/SHIP/627)	1989	25
Port development: the role of UNCTAD (TD/B/C.4/AC.7/7)	1990	25
Cooperation among ports in developing countries (TD/B/C.4/AC.7/8)	1990	25
Maintenance of port equipment (TD/B/C.4/AC.7/9)	1990	25
The establishment of transshipment facilities in developing countries (TD/B/C.4/AC.7/10)	1990	25
Guidelines for port managers on the use of computers (TD/B/C.4/AC.7/11)	1990	25
Computerized information systems for port operations (TD/B/C.4/AC.7/11/Supp.1)	1991	25
The principles of modern port management and organization (TD/B/C.4/AC.7/13)	1992	25
Port marketing and the challenge of the third generation port (TD/B/C.4/AC.7/14)	1992	25
Legal aspects of port management (UNCTAD/SHIP/639)	1992	40
The management and development of human resources in ports (UNCTAD/SHIP/644)	1992	25



The UNCTAD Transport Newsletter (formerly the Ports Newsletter) was established following the recommendations of the intergovernmental group of experts on ports. Its objective is to improve the distribution of information on port activities of the UNCTAD secretariat. It also includes technical and other information of interest to the international port community, in particular for ports from developing countries.

The Newsletter is published once a year. It is produced in English, French and Spanish and is sent free of charge to a network of more than 350 focal points in more than 150 countries. For others who wish to receive it, we request a financial contribution of US\$ 30 per year. For additional information, please contact the UNCTAD secretariat at the address below:

Le bulletin des transports (autrefois le bulletin portuaire) de la CNUCED a été créé en application des recommandations du groupe intergouvernemental d'experts portuaires. Son objectif est d'améliorer la diffusion d'informations sur les activités portuaires de la CNUCED. Il publie aussi des informations techniques ou autres présentant un intérêt pour la communauté portuaire internationale, en particulier pour les ports des pays en développement.

Le bulletin paraît une fois par an. Il est publié en anglais, français et espagnol et diffusé gratuitement à un réseau de plus de 350 correspondants dans plus de 150 pays. Aux autres qui souhaitent le recevoir, nous demandons une contribution financière de 30 dollars US par an. Pour de plus amples informations, contacter la CNUCED à l'adresse ci-dessous indiquée :

El Boletín de Transportes (antes el Boletín Portuario) se publica como consecuencia de una de las recomendaciones del grupo intergubernamental especial de expertos portuarios. Su propósito es mejorar la distribución de la información relativa a las actividades portuarias de la UNCTAD. Incluye información técnica y otras de interés para la comunidad portuaria internacional, especialmente para los puertos de los países en desarrollo.

El Boletín se publica uno vez al año. Se edita en español, francés e inglés y se distribuye gratuitamente en una red de más de 350 corresponsales ubicados en más de 150 países. A aquellos otros interesados en recibirlo se les solicita una contribución financiera de US\$ 30 por año. Cualquier información adicional solicitarla a la dirección siguiente:

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