

PORTS NEWSLETTER N°19

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prepared by the UNCTAD secretariat



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EDITORIAL

This is the last Newsletter of the century and the millennium and is a time for reflecting on what has occurred in the industry in the past and attempting to foresee what will happen in the next quarter century. It would seem safe to predict that trade and particularly seaborne trade will continue to grow. In 1998 world trade in commercial goods in volume terms grew 4 per cent and world seaborne trade was over 5 billion metric tons. Air freight accounted for some 26 million tons. As manufactured goods now represent over 75 per cent of trade in value terms, container traffic will also continue to grow. Global throughput of 188 million TEU in 1998 is expected to grow to between 417 and 491 million TEU by 2012 with the greatest growth being in Asia. This is the good news;- the bad news is that pressures to reduce tariffs will grow stronger as will demands for better service. The type of first-class service that shipping lines are looking for was quantified by one of the speakers at the Terminal Operators Conference held in Dubai in 1998; competitive rates -- \$40 per move and a minimum of 50 moves per hour per gantry. Considerable investment will be required in parallel with steps to cut terminals handling costs. To survive terminal operators will need to be more efficient by using their infrastructure more intensively and also be more proactive in looking for new services to offer.

Where will the productivity increases come from in the international maritime transport system? Obviously there are two areas where large savings are possible. The first is to reduce the dwell time of containers to a minimum. It is estimated that the average container spends 70 per cent of its life sitting idle or shipping nothing but air. Thus when they arrive at the terminal by road or rail they should spend only a few hours before being loaded onboard and at the port of discharge they should likewise spend only a couple of hours before being loaded for their onward destination. Customs clearance should be carried out at the final destination and thus the goods would spend the majority of their time in motion rather than at rest waiting for controls or onward transport. This will require improved information flows and cooperation of all players along the transport chain. The information technology now exists to do this. The benefits for the shipper are reduced transit times and lower transport costs. For transport operators this would mean more productive use of their equipment and thus greater revenue allowing them to reduce tariffs and also increasing profitability. For container terminals, their capacity is mainly determined by the amount of storage capacity, and this capacity can be greatly increased by reducing the dwell time of cargo, thus deferring millions of dollars of investment in new facilities. The second suggestion for potential savings is to minimize the number of containers that are moving empty. Drewry Shipping Consultants reckons that 21 per cent of all container movements by ship are empty. By finding return cargo, additional revenue will be generated for the transport operators. The grey box that can be shared by transport operators and a number of information exchanges using the Internet are being offered as solutions to this problem.

Port authorities will have a key role to play in facilitating the growth of trade. In our interdependent global economy of today, economic growth can come most rapidly from increased specialization and international trade. A country's transport system, including ports must be realigned to fit the new economic strategy as trade facilitators and not as income or employment generators. The objective is to move the nation's international merchandised trade as efficiently and inexpensively as possible. With the implementation of this objective, ports will play a crucial role in economic growth and development in the coming millennium.

21st WORLD PORTS CONFERENCE OF IAPH

The 21st World Ports Conference of IAPH which was hosted by the Port Klang Authority, was held in Kuala Lumpur, Malaysia from 15 to 21 May 1999. The theme of the conference was “Global trade through port cooperation”. The subjects and speakers were chosen to ensure that participants heard the most significant and current ideas on the pressing issues which port authorities and terminal operators must address to sustain their growth. The meeting was attended by 518 delegates and included six working sessions dealing with the following subjects: Changing structure within the shipping and port industries; forging ahead with IT in the maritime industry; port development and management -- changing trends; global trends in international trade and its impact on the marine industry; protection of the marine environment; and advancement in technology and its implications on port operations.

This event was the first in the history of the conferences to have the host country's Prime Minister make the keynote address at the opening session. Prime Minister Dr. Mahathir bin Mohamad noted that the theme was a timely one, as new challenges in the political and economic environment would be developing, in addition to intense business competition and seamless interaction and networking in trade and international relationships. He noted that it was imperative that proactive strategies and cooperation be initiated between developed and developing countries to ensure our survival and our prosperity. The port sector has always played a major role in the development of national economies, and this contribution is expected to increase in the future. A well-developed and functioning port infrastructure is a vital part of an efficient trading system and network. In Asia, successful and prosperous economies have been built simply by providing first-class port services. The attractiveness of ports is no longer based on strategic location but on the provision of efficient and prompt services and on their being linked to efficient land and sea transport networks. Ports have become commercial centres where all kinds of products are not only being received, unpacked, sorted and repacked, but where manufacturing for exports is done. In the quest for greater trade and economic expansion more innovative use of ports and the immediately surrounding areas will need to be found. With the expanding use of information technology more transactions and activities will be centered around the ports where the arrival and departure of cargo can be confirmed. For Malaysia 90 per cent of the value of its trade is handled through seaports. To promote the use of its gateway port, Port Klang, Malaysia has relaxed its cabotage policy and foreign equity requirement in shipping agencies, established one-stop administrative facilities and simplified port procedures. The Government and the private sector have been working well together and will continue to do so in order to ensure that the needs of transport users are met. We need to continue to build this partnership for the greater benefit and prosperity of the sector and for Malaysian's needs in general.

In his opening address, Jean Smagghe, President of IAPH, spoke of the key challenges that would be confronting managers of world ports. Firstly, the uncertainty of the future:- There have been major political, economic and financial changes and crises over the past few years, affecting entire regions and having consequences for trade and thus port traffic. Secondly, the globalization phenomenon has led to worldwide shipping alliances, the creation of hub ports, the use of larger and larger ships, increased private participation and the emergence of multi-port operators. These changes will influence the institutional structure for numerous state-owned ports. Thirdly, the quantum leap in progress of communications and information has had the greatest impact and is radically changing our working methods. Improved communication provides rapid access to information, and this offers the greatest possibility for improving the productivity of port facilities. Fourthly, port environment and

safety has become important, and sustainable development must be integrated into port development projects. International standards must be enforced to protect the environment.

Important work on the future of the Association has been carried out since the 1998 London conference by the IAPH 2000 Task Force. IAPH will continue to provide a forum where the managers of ports, whether public or private, of all sizes and from all countries, can meet, exchange views, obtain information and define joint political lines for the representation and defence of the industry vis-à-vis various international organizations. Some of the work done by the Task Force included updating and modernizing the IAPH mission statement (see below), reducing the size of the Executive Committee from 33 to 22 directors and creating a new committee dealing with long range planning and review.

Mission statement

The International Association of Ports and Harbors (IAPH) is an international organization of public and corporate port authorities and harbors whose mission is:

- ◆ *To promote the development of the international port and maritime industry by fostering cooperation among members in order to build a more cohesive partnership among the world's ports and harbors, thereby promoting peace in the world and the welfare of mankind.*
- ◆ *To ensure that the industry's interests and views are represented before international organizations involved in the regulation of international trade and transportation and incorporated in the regulatory initiatives of these organizations.*
- ◆ *To collect, analyse, exchange and distribute information on developing trends in international trade, transportation, ports and the regulations of these industries.*

Dr. Satoshi Inoue was appointed as the new Secretary-General, replacing Mr. Hiroshi Kusaka, who served IAPH as Secretary-General from 1987 to 1999. Mr. Dominic J. Taddeo, CEO of the Port of Montreal Authority, was elected President, replacing Mr. Jean Smagghe, who was elected an honorary member, along with Mr. Jean-Michel Moulod, former General Managing Director, Port of Abidjan, and Mr. Hiroshi Kusaka. The Port of Montreal will be hosting the next IAPH World Ports Conference in 2001. Mr. Taddeo noted that the world's ports have been sources and levers of peace and prosperity. World trade is presently valued at \$6 trillion a year, and 60 per cent of global trade by value moves through ports. Ports move some 5 billion tonnes per year (with loading and unloading some 10 billion tonnes of cargo are handled) and there are two trends that we can be sure of — the continuing reliance of world trade on world ports and the continuing pace of change. Finally he cited three goals that he hoped the Association could achieve for the next conference:- first, to enhance communications among members, stakeholders and the news media worldwide; second, to expand the membership to include secondary ports; and third, to adapt and update the Association's data base. He hoped these steps would help to create a strengthened alliance for global maritime commerce. (See the Association's website www.iaph.org.jp: the IAPH Secretariat has moved to a new address and their new fax number is +81 3 5403 7651.)

International Convention on Arrest of Ships, 1999

A United Nations/International Maritime Organization Diplomatic Conference was held in Geneva in March under the auspices of UNCTAD with the participation of around 100 countries. The Conference adopted by consensus the text of a new convention on the arrest of ships. Ports are generally the hosts for arrested sea-going ships which can have substantial consequences for the operational and commercial management of the port. This convention is thus important for port authorities and its impact should be taken into account when ratifying the Convention and making the corresponding revisions to national legislation.

A number of maritime claims are defined for which a vessel or its sister vessel may be seized. Of particular interest to ports are claims for damage or threat of damage caused by the ship to the environment, coastline or related interests; costs or expenses relating to the raising, removal, recovery, destruction or rendering harmless of a ship which is sunk, wrecked, stranded or abandoned; towage; pilotage; goods, materials, provisions, bunkers, equipment supplied or services rendered to the ship for its operation, management, preservation or maintenance; and port, canal, dock, harbour and other waterway dues and charges.

Arrest is also permissible of any other ship or ships which, when the arrest is effected, is or are owned by the person who is liable for the maritime claim. This provision is particularly relevant when dealing with a claim related to a ship which is sunk, wrecked, stranded or abandoned in the port area. The Convention does not affect any rights or powers vested in any Government or its departments, or in any public authority, or in any dock or harbour authority, under any international convention or under any domestic law or regulation, to detain or otherwise prevent from sailing any ship within their jurisdiction.

The Convention shall enter into force six months following the date on which 10 States have expressed their consent to be bound by it. The Convention has been deposited with the Secretary-General of the United Nations in New York and is open for signature there by any State from 1 September 1999 to 31 August 2000 and shall thereafter remain open for accession.

UNCTAD X — Bangkok 12–20 February 2000

UNCTAD X will take place in Bangkok from 12–20 February 2000. It will be the first global economic gathering of the new millennium and will take place in a country that was considered to be one of the success stories of economic growth and development. However this was also the country that was at the epicentre of the economic crisis that began in Asia two years ago — a crisis that can be characterized as a crisis of development. It was a crisis of development as it hit most of the developing countries, almost exclusively; it was more destructive in the most advanced of the developing nations and it raised doubts as to whether the levels of economic performance could be

regained. Developing countries must strive to shape globalization according to their own development needs, at their own pace, and in line with their own strengths and weaknesses. UNCTAD's mission is not just to promote a kind of unqualified and unreserved integration of developing countries into the world economy and trading system. UNCTAD should also seek the virtuous integration of developing countries into a more receptive and coherent global economic system. UNCTAD X will provide a unique opportunity to establish a strong platform of action designed to secure a better tomorrow for future generations.

The mobilization of external resources for development in the 1990's was characterized by an increasing privatization of resource flows to some developing countries. This has resulted in a small number of middle-income countries having access to international capital markets while the large majority of developing countries have to rely on dwindling sources of official finance. Foreign direct investment (FDI) and foreign portfolio investment (FPI) account for the largest share of total net resources flows to developing countries. FDI is a stable form of investment, while FPI is often more volatile. These developments will form part of the background for UNCTAD X. For more details on this global conference visit the website www.unctad-10.org.

PORT LITERATURE

Export Quality Management: Resource material for training activities

This report discusses basic concepts of quality management, based on internationally accepted principles and practice, and examines their implications for the export function. It covers various aspects such as quality requirements, quality assurance control, conformity assessment and certification, and trade-related environmental issues. The publication also provides valuable resource material that can be used in designing training programmes on export quality management for small and medium-sized enterprises. The book is available in English, French and Spanish and is free of charge to developing countries.

International Trade Centre, Palais des Nations, 1211 Geneva 10, Switzerland, fax: +41 22 733 4439 and e-mail: itcreg@intracen.org.

Port Management and Operations

This publication is the latest in the series of Lloyd's Practical Shipping Guides and provides a concise and comprehensive overview of international ports. It is intended as a guide for students in this field, shipping practitioners, shipowners, harbour masters, research institutes, port managers and all those involved in the development and maintenance of ports. The book provides an overview of port activities; enables port managers to see how the area of their responsibility fits into the port's operations and commercial activity as a whole; discusses the primary functions of ports and how they may be owned or operated; and analyses many different types of ports, along with their basic elements, including administration, management, economics and operations. The impact on ports of developments in ship technology is fully examined. The problems for port managers of environmental

considerations are outlined. The book reviews how port management has coped with change over the last century.

LLP Limited, Colchester, CO3 3LP, UK, fax: +44 1206 772113; or e-mail: Publications@LLPLimited.com

Maritime Engineering and Ports

The management, operation, design and building of maritime works and ports has recently experienced rapid change and it is essential for the port industry to incorporate the latest technologies into well-designed systems to remain competitive. This book contains the proceedings of the First International Conference on Maritime Engineering and Ports. There are sections on port management, port infrastructure -- design and construction, port infrastructure -- maintenance, port operation, information technology, environment and ports, maritime market and port strategies, and port planning.

WIT Press, Ashurst Lodge, Southampton SO40 7AA, UK, fax: +44 238 029 2853; or e-mail: marketing@witpress.com

Refrigerated Transportation

The number of refrigerated containers in use has more than doubled, and there has been a dramatic increase in the use of atmosphere-controlled containers. This new edition will be an aid to those concerned with refrigerated transportation. It provides factual information which can be used by decision makers planning for this form of transport in the new millennium.

Witherby & Co. Ltd., 32-36 Aylesbury Street, London EC1R 0ET, UK, fax: +44 20 7251 1296; or e-mail: books@witherbys.co.uk

ISO Freight containers — Coding, identification and marking (ISO 6346: 1995(E))

This International Standard has been available in its third edition since the end of 1995 and only recently were we aware of this new issue. The most significant changes from the 1984 code have been in the size and type codes. The old size and type codes were numeric and they have now become alpha numeric. The two-digit size code has now become a two-character code in which the first character refers to container length, with the codes *A–P* indicating various non-ISO standard lengths from 24 feet to 49 feet. The second size code character refers to height -- ranging from less than 4 feet to more than 9 feet 6 inches --, and width -- with the alpha characters, *C–F* and *L–P* used for widths greater than 8 feet. As an example, a size code of BE would refer to a 24-foot long (code B) container that is 9'6" high and greater than 2,438 mm but less than 2,500 mm wide (code E). The two-digit type code has also been transformed into a two-digit alpha numeric code. The first character is an alpha character referring to the 10 general types (G – general purpose; V – general purpose with ventilation; B – dry bulk; S – named cargo (i.e. livestock, automobile); R – thermal; H – thermal with removable equipment; U – open-top; P – platform; T – tank and A – air/surface. The second character is numeric and provides details on each of the types.

International Organization for Standardization, Case Postale 56, CH-1211 Geneva 20, Switzerland; website: www.iso.ch/infoe/intro.htm

Container Terminal Productivity

This report, published by *Cargo Systems*, discusses the difficulty in defining port productivity and the various ways in which it can be quantified. Consensus in the industry to define standards has prompted a number of industry bodies to develop comprehensive measurement strategies. The report analyses a number of these measurement strategies and suggests how terminal operators can accurately determine their productivity. There are also a number of case studies that discuss the merits and drawbacks of the latest developments in terminal design. Methods to improve the use of space and container handling productivity are reviewed.

IIR Publications, 29 Bressenden Place, London SW1E 5DR, UK, Fax +44 207 931 0516; and e-mail: sales@containershipping.com.

Information Technology for Container Ports

This report, also published by *Cargo Systems*, examines the impact of information technology on ports and the opportunities it can provide. The study provides information and analysis on the latest developments in terminal operating systems, port community networks, terminal automation techniques and EDI standards. Numerous and detailed case studies, for example, from the ports of Singapore and Rotterdam, are used to illustrate the various systems and their effectiveness. Satellite positioning systems, digital imaging gate technologies, automated guided vehicles and fully automated terminal systems being developed for use in container terminals are reviewed. New concepts in terminal operating systems, including Internet communications, middleware software, radio data communications and the Java programming language are discussed. The report covers all the major IT systems available and evaluates their effectiveness based on the experiences of ports.

IIR Publications, see above.

World Port Privatization: Finance, Funding and Ownership

This report, published by *Cargo Systems*, follows on from their previous study, *Port Privatization — Process, Players and Progress*. It looks at the current market environment, the privatization strategies it has inspired and the future trends in privatization that are likely to occur. The study discusses the different forms of competition and the relevance this has for privatization. For each port there are unique forces at play because of their respective history, culture and geographic location. The report analyses successful privatization strategies and shows why more and more ports are turning to privatization for solutions. In-depth case studies are presented for over 30 countries.

IIR Publications, see above.

International Journal of Maritime Economics (IJME)

This is a new periodical publication which started in mid-1999. It is published four times a year, in January, April, July and October, by the Rotterdam School of Economics, Erasmus University. The

Journal focuses on Europe and aims to become a platform for the dissemination of the substantial maritime transport research carried out for the European Union. For abstracts of articles, see their website www.few.eur.nl/few/research/pubs/ijme. In the October–December issue there is an interesting article on *Time Centrality in Transport* by P.W. de Langen which discusses the strategy of fastships. There was also an interesting article in the previous issue *On the distribution of economic rent in seaports* by Richard Goss. The Journal will help to make maritime economics a distinct and well-defined branch of applied economics. For information concerning contributions please contact the Editor, Prof. H.E. Haralambides, Erasmus University, P.O. Box 1738, 3000 DR Rotterdam, Netherlands.

Erasmus Publishing, Strevelsweg 700/314, 3083 AS Rotterdam, Netherlands, fax: +31 10 481 5250.

PIANC Publications

The International Navigation Association (PIANC) is a world-wide non-political and non-profit technical and scientific organization of private individuals, corporations and national Governments. Its objective is to promote the maintenance and operation of both inland and maritime navigation by fostering progress in the planning, design, construction, improvement, maintenance and operation of inland and maritime waterways and ports and of coastal areas for public use. The Association has a number of publications of particular interest to port engineers and planners (see the full list of publications at www.ping.be/navigation-aipcn-pianc/part06.htm). *Dredging: the facts* is a booklet that has been jointly published by PIANC, IAPH, World Organization of Dredging Associations (WODA), and International Association of Dredging Companies (IADC). The purpose of the booklet is to assist those involved in dredging projects to explain the basic facts to those with little knowledge in order to help avoid objections to dredging proposals for port development.

Prices and order forms are available on the website. For additional information or to order publications, contact the PIANC General Secretariat, Graaf de Ferraris, Box 3, 20 Boulevard du Roi Albert II, 1000 Brussels, Belgium, fax: +32 2 553 71 55.

TECHNICAL NOTE **The Fourth-Generation Port**

In 1994, the UNCTAD secretariat coined the expression, “the third-generation port”, for those ports that in addition to cargo handling offered other value-added services such as warehousing, packaging and distribution which provide additional employment and revenue to the port community. There is now talk of the “fourth-generation port” which are physically separated but linked through common operators or through a common administration.

An example of the latter is the merging of the ports of Copenhagen, Denmark and Malmö, Sweden. The main reason for this merger is the construction of the Oresund Fixed Link which through a bridge and tunnel complex will connect the two countries by road and rail. The two ports are joining forces

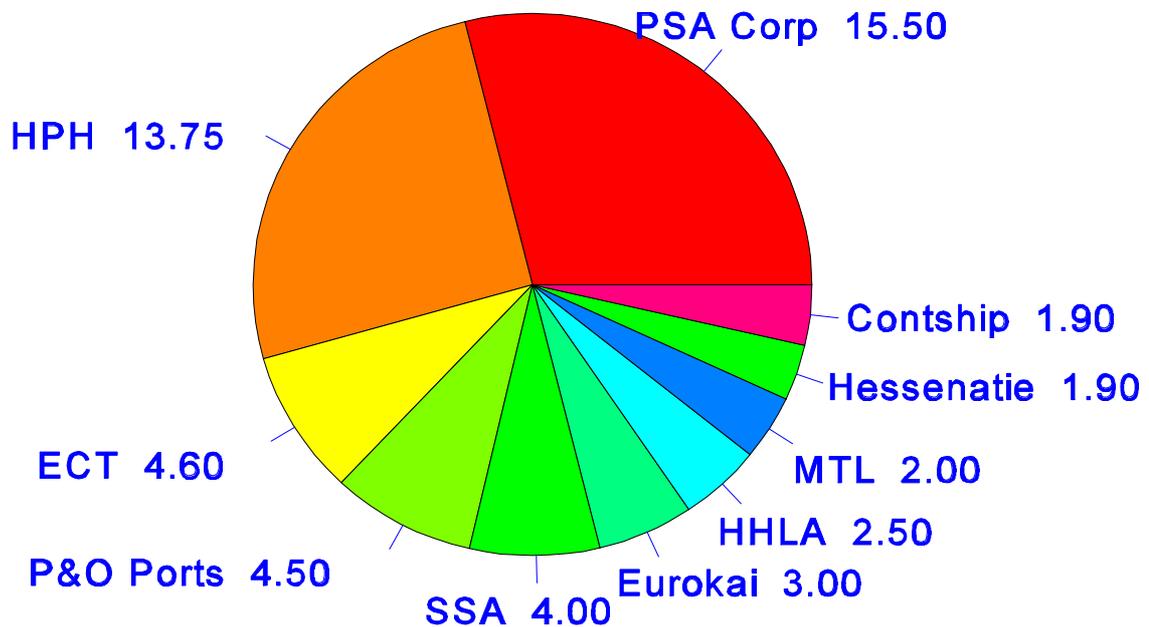
as the best strategy for staying competitive. The port authorities have set up a Swedish joint venture company to manage the combined terminals, and each authority will have a 50 per cent share. Competitiveness will be increased by removing duplication. There will only be one accounts department, one marketing department and one centralized administrative office. This will allow the new port organization to keep handling charges at a minimum while offering high levels of service. It will be essential to convince clients to continue using its ferry services and feeder links rather than shifting cargo to the roads. Another example of a fourth-generation port, is provided by the company Eurogate, which is a joint-venture between the container division of Bremen based BLG Bremer Lagerhaus-Gesellschaft and the Hamburg terminal operator Eurokai.

It is more frequent to have terminals linked through common operators with the expansion of management by international terminal operators and by shipping lines. The worldwide alliances of container ship owners have resulted in the use of larger ships, the development of feeder networks with hub ports and a permanent demand for higher productivity and lower rates. The development of the hub and feeder network with the resulting transshipment activities has also led to the emergence of multi-port operating companies, such as Hutchinson Port Holdings, P&O Ports, PSA Corp and Stevedoring Services of America, which operate dozens of terminals around the world. Advances in communications and information technology allow terminal operators to increase their productivity through better planning and reduced dwell time of cargo in the port. These terminals can be considered fourth-generation ports as they provide standard facilities with common operating and administrative systems.

On 30 July 1999, Hutchinson Port Holdings (HPH) and Rotterdam Municipal Port Management (RMPM) advised the European Commission they had decided that HPH would acquire a 35 per cent interest in European Container Terminals (ECT). RMPM will also hold 35 per cent with the remaining 30 per cent being held by financial institutions (28 per cent) and employees (2 per cent). HPH currently operates in 17 ports including ports in the Bahamas, China, Indonesia, Myanmar and Panama. Other major terminal operators are P&O Ports (four terminals in Australia and others in Argentina, China, Hong Kong (China), India, Indonesia, New Zealand, Pakistan, Philippines, Russian Federation, Sri Lanka, Thailand and United Kingdom); PSA Corp (in addition to four terminals in Singapore, it operates seven others in Brunei Darussalam, China, India, Italy, Portugal and Yemen); and International Container Terminal Services, Inc. (ICTSI) (in addition to Manila, ICTSI operates two terminals in Argentina, two in Mexico, and one each in Pakistan and Saudi Arabia). Stevedoring Services of America (SSA) and Ceres Terminals operate mostly in the United States, but have terminals also in Panama (SSA), Canada and Ukraine (both Ceres). With the recent merger between parts of Sea-Land and A. P. Moller, Maersk/Sea-Land will operate 24 terminals, and CSX Corporation will only operate nine in Australia, China, Dominican Republic, Finland and Russian Federation. The pooling of information technology, administration, sales and marketing functions will save significant sums of money.

The graph below shows the estimated throughput for the top 10 terminal operating companies which is to be compared to the global throughput of 164 million TEUs in 1997. What is particularly striking is how two companies dominate the scene in terms of throughput. However it must be recalled that the figures for PSA Corp include Singapore and for HPH include Hong Kong. The common feature of these fourth-generation ports is that they are handling containers and that they are often a hub port for transshipment or a major transit port.

Top 10 Terminal Operating Companies (Million TEUs - 1997)



Source: Containerisation International

What is the future for public port authorities? Opinions differ greatly with respect to the need for maintaining a port authority (or similar body) once the private sector becomes responsible for running most of a country's port facilities and services. Not surprisingly, private sector representatives are generally of the view that organizations of the "port authority type" constitute merely an additional layer of bureaucracy and consequently use a substantial amount of national economic resources without generating measurable output. Thus, they press for the abolition of port authorities and at best will accept the establishment of a landlord-type company which has a limited liability status, is profit-driven and remains solely responsible for managing the port's real estate. At the other end of the spectrum, one finds staunch defenders of the continuation of the public port authority, although it is understood that the actual running of operational activities, such as cargo-handling, towage, mooring, pilotage, shipchandling and other specific services, will be entrusted to private operators.

A smooth privatization process requires that the Government and the initiators of the privatization scheme define their position at the outset. This will to a large extent then determine the mode and modalities of privatization. As a result, it will affect the definition and wording of clauses in licensing and concession agreements. In essence, however, what is needed in modern port management is flexibility and the capacity to command, which the private sector is well able to deliver, and at the same time control and long-term vision, which are the recognized strengths of public organizations. Hence, the growing private involvement in ports is not synonymous with the redundancy of a port-authority-type organization.

What is absolutely clear is that privatization schemes will fundamentally change the mission and functions of the traditional port authority. A modern port authority will essentially have to

concentrate its efforts on the efficient provision and execution (directly or through subcontracting) of *five fundamental functions*: the landlord function; the policy-making and planning function; the regulatory, supervisory and surveillance function; the monitoring and promotion function; and the port training function. The planning function is key to ensuring that road and rail infrastructure are developed in parallel with port expansion. The supervisory function must ensure that there are no negative impacts of the privatization process on operations. For instance, minimum performance standards could be set (to avoid reducing service quality), and in cases with limited competition, tariff control or an appeals procedure to contest certain charges could be established (to avoid inappropriate tariff increases).

Through their port authorities in a number of developing countries, Governments have chosen to open the provision of container handling services to international terminal operators and shipping lines. In general this has resulted in increased investment, transfer of knowledge and improved performance of container handling services. The procedure of using a lease or concession provides autonomy to the operator while at the same time retaining ultimate control for the State as landlord. The tendering procedure also provides a methodology to ensure that the "best" operator is chosen and that the services to be provided will benefit national interests. With the tendering procedure and the leasing of public domain assets rather than their sale, the opening of access of cargo handling services should not create problems for developing countries, as the port authority will effectively control access through licensing of a limited port area. Further, a condition of leases and concession is normally that the terminal is operated on a common-user basis so there will be no discrimination to access. However, to sustain efficiency achievements, Governments will need to encourage a good commercial environment within the port that gives shippers the ability to choose. As long as the port authority retains the landlord and planning functions and seeks to improve performance levels, market access to the provision of cargo handling services will be beneficial for the trading community.

RECENT UNCTAD PORT STUDIES

Legal Aspects of International Trade (UNCTAD/SDTE/BFB/2)

This recent, 61-page report focuses on the legal framework that underlies export-import transactions and examines the risks inherent in international trade and the means by which they can be managed. It reviews the most frequent legal problems that arise from the sale of goods when the seller and the buyer are based in different countries.

After introducing the provisions governing the international sales of goods, the publication discusses the nature and function of international commercial terms (Incoterms). These are internationally standardized definitions prepared by the International Chamber of Commerce that set out the rights and responsibilities of the exporter and importer regarding arrangements and payment for the delivery of goods in international transactions. The report then describes the different ways of ensuring that the main contractual obligations under the sale transaction are respected and, in particular, that the promised goods and services are delivered by the seller and the agreed payment is made by the buyer. The principal instruments to secure payment (documentary credits and documentary collections) and

performance of the contract (bank guarantees) are described. The report is a useful reference for providers of transport services who are directly dealing with shippers.

Evolution of Brazilian Port Legislation (UNCTAD/SHIP/494(16))

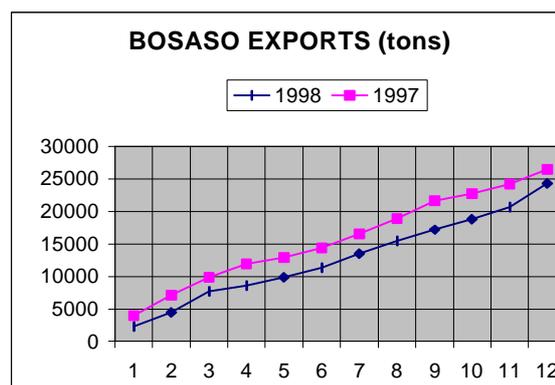
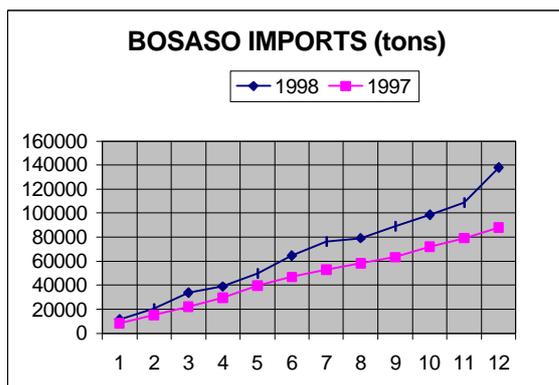
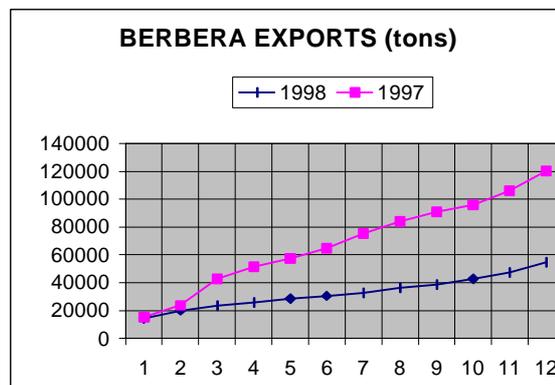
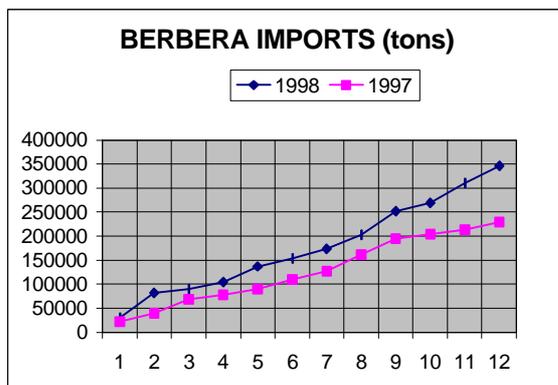
This monograph on port management has been prepared by Celso Martins Pimentel, lecturer at the University of Vila Velha, Espirito Santo State, Brazil. It is the sixteenth in a series on subjects of interest to port management prepared in collaboration with IAPH. The monograph reviews the development of port legislation in Brazil, which has had two main objectives: to generate revenue for port development, and to improve efficiency. The report first considers the initial legislation passed in the last century, then the consolidation of the legislation from the 1930's through the 1960's and finally the new law which was passed in February 1993 and its implementation. The evolution of the sources of funding for the development and maintenance of port facilities is also discussed.

REHABILITATION PROGRAMME FOR SOMALI PORTS AN UPDATE

UNCTAD's technical cooperation port activities in Somalia now concentrate on project SOM/98/001, which started in April 1998 and is scheduled to end in December 2000. This project provides the core managerial and technical capability to foster the economic recovery and governance of the northern regions of the country, which account for 35 per cent of the population. The overall objective of the project is to contribute to the national reconciliation process. The project's budget is \$2,428,040, which is totally funded by UNDP. This project follows a number of related projects completed between 1993 and 1998, which had a total budget of \$6,491,966.

The project focuses on improving the efficiency of the ports of Berbera and Bosaso. Berbera is the major port for exports of goats, sheep and camels, which provides most of Somalia's currency earnings. Bosaso is a dhow port serving the North East with an enlarged hinterland, now that the major southern ports of Mogadishu and Kismayu are closed. Traffic statistics for the ports of Berbera and Bosaso are shown below. The ban on the export of live animals into Saudi Arabia due to Rift Fever which was imposed in early 1998, was lifted during the first half of 1999 and export figures are therefore expected to attain their 1997 levels.

The large component of human resources development in the project has led to the establishment of training centres in both ports. Training is being provided to staff and workers from both public and private port bodies (i.e. port authority, shipping and customs agencies). Vocational training is also being offered to interested persons living or working in the two cities adjacent to the ports.



In north-west Somalia (Somaliland), the project benefits from the stability provided by local authorities and also provides advisory services to facilitate present trade flows. Statistical, operational and financial reports are regularly issued. The call for tenders for the development of industrial facilities in the port of Berbera and the drafting of a memorandum of understanding to increase transit cargo traffic for Ethiopia are other activities underway. This is important in view of the changed pattern of international transport in the Horn of Africa following the conflict between Eritrea and Ethiopia.

The project's activities have created the conditions for the increased sustainability of local authorities and paved the way for other sources of earnings, notably through investments in the north west region. Trade promotion initiatives are planned in that region, as a follow up to seminars held in Dubai, where there is a large expatriate Somali community.

In north-east Somalia (Bari region) the project is helping the local administration in its aim to consolidate a regional administration, Puntland, by providing transparent financial and security management of port activities. Some delays in the consolidation of this regional administration have adversely affected the expected project outputs.

There are three international staff and two UN Volunteers working on this project. They are supplemented by short-term consultants, notably an expatriate Somali port expert who has been fielded to advise local authorities in the north-east on the management of the port of Bosaso. He was the general manager of the port of Mogadishu during the 1980's.

In general this project has contributed to improving the export and import logistics chains by rationalizing the assessment and collection of taxes by the local authorities, which has allowed increased governance and thus raised living standards in the port cities.

MARITIME TRAINING ACTIVITIES

Delft International Port Seminar

The International Institute for Infrastructural, Hydraulic and Environmental Engineering (IHE) (see their website, www.ihe.nl) was established in 1957 to offer international postgraduate education, principally to developing countries. Today IHE enjoys a worldwide reputation for its achievements in postgraduate education and training in the fields of hydrology, environment and physical infrastructure. Multidisciplinary courses emphasize the need for an integrated approach to finding suitable development solutions. Since 1964, the Institute has been organizing an International Port Seminar to provide port directors, terminal managers, shippers, freight forwarders and senior policy makers with knowledge on port management and hinterland transport to and from the port.

The six-week seminar has been organized annually in close cooperation with the municipal port managements of Amsterdam and Rotterdam. Over 1,000 participants from around 100 countries have attended. The charge for the seminar in 1999 was Dfl.10,500 (US\$ 5,045) which covered tuition, travel costs during all seminar visits and hotel accommodation. The programme this year comprised observation periods at the ports of Amsterdam and Rotterdam as well as a six-day study-tour to the ports of Dover, Sheerness, Thames Port, Southampton, Le Havre and Rouen as well as visits to Zeebrugge and Antwerp.

The main aim of the seminar is to give a comprehensive overview of the organizational and managerial aspects of modern ports and to expose participants to new developments in the rapidly changing world of the port and transport industry. UNCTAD has presented lectures on general aspects of port management and on the use of information technology to improve cargo tracking and thus the efficiency of transport operators.

The 1999 seminar began on 11 May and was attended by 20 participants, including eight full-time students in the Institute's M.Sc. programme. The 2000 seminar is scheduled to take place from 9 May to 16 June. For more information please contact Mr Ronald DeHeer, Delft, fax: +31 15 212 2921 or e-mail: rdh@ihe.nl

UNCTAD Strategic Port Pricing (IPP4)

This seminar, prepared by UNCTAD's Transport Section as a training tool for port managers, was first validated in Buenos Aires from 15 to 17 July 1997 with 23 participants from the public and private sectors. It has been updated as a result of deliveries to the port management programme of the World Maritime University in 1997, in 1998 and again in 1999.

This 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. Potential participants to this seminar are senior officials from port authorities and cargo handling companies (responsible for finance, tariffs, investments, marketing, operations, etc.), Ministries of Transport and Communications, Public Works, Finance and National Planning (responsible for reviewing tariffs, approving investment schemes and overseeing the economic and financial aspects of the port sector)

and from transport and transport-related companies, such as shipping lines, road/rail transport operators, shipping agents and freight forwarders.

The seminar's objectives are to provide information on how to contribute to the preparation of strategic and business plans for the port, how to set tariff levels to support investment strategies at different stages of the business cycle, how to set tariff levels to pursue strategies to increase market share, how to revise tariffs, using the Cost-Performance-Value (CPV) approach, and how to contribute to the process of involving the private sector in ports.

The seminar lasts two and a half working days and is made up of five modules, each taking approximately half a day. The modules are on strategic planning and port pricing, investment and pricing, pricing strategies, tariff revision, and lease pricing. The seminar uses traditional lectures, problem-solving, case studies and team games with computerized spreadsheets and group discussions. Background reading material is provided for the participants. Participants have indicated that the most beneficial elements of the seminar are the team exercises and the structured group discussions.

The seminar can be conducted at a national level by two experienced instructors for a maximum of 24 participants. It is available in English and can be run by the Transport Section on request from interested bodies and organizations. A budget can also be prepared to cover the fees, expenses and travel of two qualified instructors. All local expenses, provision of the seminar room and other incidental expenditures, must be met by the interested body.

This is the fourth training package prepared by UNCTAD under the Improving Port Performance (IPP) programme and the third policy seminar dealing with topical subjects of interest to senior officials from the port industry and related organizations. The objective of these seminars is to assist in the implementation of adequate policies and the management of major changes in the industry, as well as in setting up comprehensive training programmes for management personnel.

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.

UNCTAD Strategic Port Planning (IPP5)

This seminar, has been prepared by Prof. Michael Ircha, Transportation Group, University of New Brunswick, Canada, based on his extensive experience in this field and on UNCTAD's report on *Strategic planning for port authorities*. The course has been validated as part of the course on Advanced Port Management at IPER in Le Havre in 1997, in 1998 and again in 1999. The seminar can be conducted at a national level under the same conditions as IPP4 (see above).

This is the fifth training package prepared by UNCTAD under the Improving Port Performance (IPP) programme and the fourth policy seminar dealing with subjects of interest to senior officials from the port industry and related organizations. The objective of these seminars is as mentioned above (see IPP4).

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 — International Labour Office

The Portworker Development Programme (PDP) is an open-ended project encompassing the specification, design, development and implementation of modular training materials for portworkers up to supervisory grades, in a variety of operational and support categories. PDP is a library of self-contained, interrelated units which can be selected and combined to form training schemes to meet the specific needs of particular portworkers and their employers. The materials are for use by port instructors in their own training context, but within a national and international support framework. ILO can offer assistance with setting up this framework, training core staff, and providing materials for training PDP instructors.

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), 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.

In the initial phase, 30 instructional units have been prepared, financed by the Government of the Netherlands and aimed at container terminal workers. Topics covered include terminal operations, operational supervision and control, container and containership construction, container packing, the handling of dangerous goods, and container terminal safety. ILO intends gradually to expand the library of materials to include other areas, such as bulk and break-bulk operations and equipment maintenance.

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 and www.ilo.org/public/english/dialogue/sector/sectors/pdp.htm

Professional Development Courses — World Maritime University

The World Maritime University (WMU) was established by the International Maritime Organization in 1983 to provide advanced maritime education and training for the global maritime community. In addition to its Master of Science/Postgraduate Diploma programmes, 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. Unless otherwise noted, all courses are held at WMU in Malmo, Sweden.

The port-oriented courses scheduled for the 2000 programme are as follows (see the website www.wmu.se/courses/profdev.htm):

February/March **Port Performance Indicators and Analysis** (one week)

March **Port State Control** (one week)

June Port Marketing (one week)

July/August Technical Development of Ports (one week)

August Maritime Transport of Dangerous Goods (one week)

August Maritime Security (one week)

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

For further information contact Captain Jan Horck, World Maritime University, PO Box 500, S-201 24 Malmö, Sweden, fax +46 40 128 442, or e-mail Jan.Horck@wmu.se

Institut Portuaire du Havre (IPER) Port Management Training

The Institut Portuaire du Havre (IPER) will be organizing a number of seminars in the year 2000 in association with UNCTAD. The likely topics will be *Modern Principles and Methods of Port Management*, *Port Finance* and *The Management of Port Equipment Maintenance*. The seminars will take place in Le Havre; for further information contact IPER at fax: +33 2 35 41 25 79.

MISCELLANEOUS : COOPERATION, COURSES, CONFERENCES

INSTITUTE OF SHIPPING AND MARITIME ECONOMICS

The Institute of Shipping and Maritime Economics (ISEMAR) organized a two-day colloquium on Globalization in October 1999. The topic of the first day was: *The Test of Globalization for the Maritime Industries*, and the second day dealt with *How National and Regional Port Management Can Meet the Challenge of Globalization*. The results of the colloquium can be found on ISEMAR's website. This website provides comprehensive information on the Institute's activities and studies (www.isemar.asso.fr).

ISEMAR, BP 152, 44603 St-Nazaire Cedex, France, fax: +33 2 40 90 50 86, e-mail contact@isemar.asso.fr

PORT MANAGEMENT ASSOCIATION OF EASTERN AND SOUTHERN AFRICA (PMAESA)

The 25th Council Meeting of the Port Management Association of Eastern and Southern Africa was held in Swakopmund, Namibia from 24–30 October 1999 and was hosted by the Namibian Ports Authority.

Port Management Association of Eastern and Southern Africa, P.O. Box 99209, Mombasa, Kenya, fax: +254 11 228 344, e-mail pmaesa@africaonline.co.ke

ASEAN PORTS ASSOCIATION (APA)

The 2nd APA Conference and Maritime Exhibition was scheduled to take place in Bali, Indonesia, in December 1999 followed by the 25th APA Meeting but has had to be postponed.

ASEAN Ports Association, c/o Philippine Ports Authority, Marsman Building, South Harbor, Manila Philippines, fax: +632 527 4749.

AAPA 2000 SEMINAR SCHEDULE

The American Association of Port Authorities (AAPA) offers an extensive array of education and training programmes which cover virtually all areas of interest to the port industry. The programmes are open to anyone 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. These seminars are as follows: Cruise Workshop, 13–14 January, St. Thomas, U.S. Virgin Islands; Government Relations Workshop, 25–26 January, Washington D.C.; AAPA/U.S. Army Corps of Engineers Workshop, 1 February, Miami, Florida; Harbors, Navigation & Environment Seminar, 2–4 February, Miami, Florida; Terminal Management Programme; 14–18 February, Charleston, South Carolina; Port Legal Issues Seminar, 1–3 March, San Francisco, California; Maritime Economic Development Seminar; 17–18 April, Baton Rouge, Louisiana; Port Finance Seminar, 26–28 April, Long Beach, California; Executive Management Conference, 8–12 May, Oakland, California; Port Property Management & Pricing Seminar, 22–24 May, Port Manatee, Florida; Planning & Research Seminar, 7–9 June, Philadelphia, Pennsylvania; and Special Seminar on Bulk & Breakbulk Operation, 12–14 July, Duluth, Minnesota. The 9th Meeting of Latin American Ports will take place from 13–17 June in Santa Marta, Colombia. The meeting discusses timely issues such as privatization, safety, security, marketing, hazardous materials handling, technology, planning, research and operations. It helps to establish and strengthen professional ties and communications among Latin American ports. The Annual Convention of AAPA will take place in Veracruz, Mexico from 16–20 October and will be hosted by the Autoridad Portuario Integral de Veracruz. For further information, contact Elana Kriess, Manager, Programs and Membership Services, fax: +1 703 684 6321 or e-mail: ekriess@aapa-ports.org

PORT PRIVATIZATION: the Global Record and Outlook

This two-day conference is designed to take stock of what has been learned since the port privatization process started in the 1970s and to identify and discuss the key issues central to the positive advance of the process expected in the new millennium. Hindsight will be used to chart a realistic way forward, and particularly as regards structuring the right deal, identifying the right partners and advisers and finding a winning formula. The different parties involved in the privatization process will present their views and exchange valuable experience. The conference will take place in Lisbon, Portugal from 22–23 February. It will be followed by a one-day Port Tariffs and Charges Workshop which will identify the traditional problems encountered in port tariff reform and review the best solutions that have been conceived to date.

IBC UK Conferences Limited, 57–61 Mortimer Street, London W1N 8JX, UK, fax: +44 20 7636 6858, e-mail: cust.serv@ibcuk.co.uk

E-Commerce in Ports

This conference will review how EDI and the Internet can be used to improve the speed and efficiency of trade facilitation in ports. It will take place in Amsterdam on 24-25 February. One of the biggest challenges facing ports is moving cargo with maximum efficiency and minimum confusion. Problems in tracking consignments of goods and documentation, and in communicating the progress of cargo flow to freight forwarders, shippers, port authorities and intermodal operators means that delays occur, reducing the productivity and ultimately the profitability of operations. The conference will look at how much ports should invest in e-commerce, how to overcome problems of system incompatibility, what the legal implications are of moving from a paper to an electronic message and how to achieve a seamless flow of communication.

Euromoney Seminars, Playhouse Yard, London EC4V 5EX, UK, fax: +44 171 779 8603, e-mail: hotline@euromoney.com

MED TRANSPO 2000 Conference & Exhibition

This Mediterranean port operations and transport logistics conference is being organized in Genoa, Italy on 27-28 March. Experts from the global transport industry will discuss ways to develop a complete logistics package that uses the Mediterranean as a logistics centre for Western and Eastern Europe distribution. The "Med"'s role in pendulum and round-the-world services will be analyzed and the European Union's plans for improving port and overland infrastructure discussed. The objective of the conference and exhibition is to help participants develop a complete logistics capability.

Journal of Commerce Group, London Road Business Centre, Liverpool L3 5JY, UK, fax: +44 151 281 1947, e-mail: g Moran@mail.joc.com

SINGAPORT 2000: Challenges in the Dot.com Era

This event is being organized by IBC Asia Ltd. with PSA Corporation and will be held in Singapore on 29–30 March. The conference will emphasize what the maritime industry needs to focus on to stay ahead in the E-race. Top industry experts will discuss the impact and implications of E-commerce and how the maritime industry must gear itself up to seize the opportunities on the World Wide Web. CEOs of terminals, shipping lines and major shippers will gather at the conference for a "visionary discussion" on the dot.com economy 10 years down the information highway. Other issues to be discussed will be: *Cost management and service differentiation* – How do ports and line businesses do it?; *QoS* - As the services offered across the industry are increasingly perceived as a commodity, what defines Quality of Service?; *Branding* - Does the maritime industry need to brand itself? Is branding merely advertisements? Alongside the Conference, the SingaPort 2000 Exhibition – Asia's premier maritime exhibition for the Asia-Pacific region will showcase the latest technologies and services for the maritime industry. Some 400 international companies from 25 countries are expected to participate.

IBC Asia Limited, 1 Grange Road, #08-02 Orchard Building, Singapore 239693, fax: +65 733 5087, e-mail: laynah@ibcasia.com.sg

UNCTAD REVIEW OF MARITIME TRANSPORT, 1999

UNCTAD's latest, 150-page guide to the maritime and related industries is now available. It identifies major developments in world maritime transport and provides a comprehensive data-base on all aspects of demand and supply of shipping services. This is the 31st edition of the Review, which has become a unique source of information on present and forecasted future seaborne trade as well as on fleet development, including such features as beneficial ownership, fleet productivity, freight market analysis, port development and multimodal transport. In this issue there is a review of regional developments in Latin America. The Review may be ordered from the Sales and Marketing Section of the United Nations for \$50.

Sales and Marketing Section, Palais des Nations, 1211 Geneva 10, Switzerland, fax: +41 22 917 0027, e-mail: unpubli@unog.ch

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MARITIME TRANSPORT AND PORTS PUBLICATIONS

➤ The following selected port publications are available from the UN Sales and Marketing Section

Sales and Marketing Section, Palais des Nations, CH -1211 Geneva 10, SWITZERLAND - **Fax: +41 22 917 00 27**

All requests must be accompanied by the corresponding payment plus US\$ 12 to cover handling and distribution costs. 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\$
MONOGRAPHS ON PORT MANAGEMENT	
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
Recent reports	
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, 1998 (UNCTAD/RMT(98)/1)	1998 50
Review of Maritime Transport, 1999 (UNCTAD/RMT(99)/1)	1999 50

► 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".

Title		Price in US\$
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 UNCTAD's work in ports (TD/B/C.4/AC.7/2)	1985	25
Port management training: UNCTAD's 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 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 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 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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