



02.

About the association

The IAPH was founded in November 1955. In December 2023, as the global alliance of the world port community, it represents 177 ports and 147 port-related organizations in more than 80 countries and economies worldwide. The member ports together handle over 60% of the world's sea-borne trade cargo.

IAPH members are split into six regions — Africa; Europe; America, North; America, Central and South; Asia, South/West, East and Middle East; and Asia, Southeast and Oceania and the community meets every year at the IAPH World Ports Conference, the largest gathering of the world port community. Port executives, managers and experts from all parts of the world exchange views and experiences over a range of issues and challenges. In addition, at regional meetings members discuss issues in a local context.

The association also actively addresses critical issues facing the port industry through its technical committees, forums and working groups. Currently, there are six technical committees — Climate & Energy, Risk & Resilience, Data Collaboration, Planning, Operation & Finance, Cruise, Legal — to deliver what is required by our members. IAPH Women's Forum and two working groups on Environmental Ship Index and Clean Marine Fuels also exist for strong member collaboration and information sharing.

The association also proactively plays a significant role in tackling global issues at maritime-related UN agencies and other international organizations. For this, IAPH has been granted nongovernmental organization consultative status by the IMO, United Nations Conference on Trade and Development, United Nations Economic and Social Council, International Labour Organization, United Nations Environment Program and World Customs Organization.

The IAPH will continue to play a pivotal role as a unique global forum of the port industry in strengthening cooperation and sharing experiences among the world's ports. Moreover, to effectively deal with many global issues, the association will also actively collaborate with other international organizations for the sustainable development of the world ports. •





Mission statement

Vision:

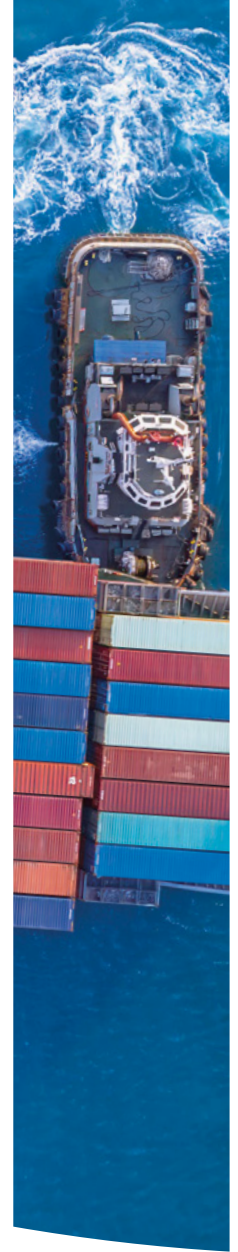
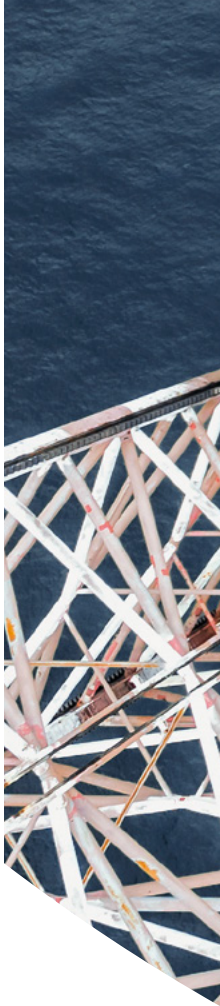
The global ports' forum for industry collaboration and excellence

Mission:

Promoting the interest of ports worldwide through strong member relationships, collaboration and information sharing that help resolve common issues, to advance sustainable practices and to continually improve how ports serve the maritime industries.

Objectives to achieve the mission:

- Strengthening relationships among the member ports by facilitating interaction, dialogue, problem solving and formulation of best practices.
- Leveraging member expertise through strong technical committees and programs that create platforms focused on resolving complex port and maritime industry concerns and building greater efficiency and sustainability for ports worldwide.
- Promoting and demonstrating IAPH members' leadership and commitment to a cleaner, safer and more environmentally sustainable industry for the benefit of the global community.
- Proactively coordinating with other international maritime and related organizations (such as the IMO, UNCTAD, ECOSOC, ILO, UNEP and WCO and other bodies whose members are actively involved in transport and supply chain services that closely interface with the port industry) and advocate for global solutions to issues that impact IAPH members.



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About the association

Outlining the values and the mission of the association

President's message

Jens Meier looks ahead at his first full year of presidency

Climate and energy

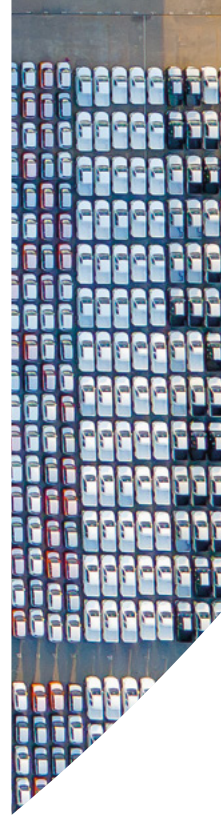
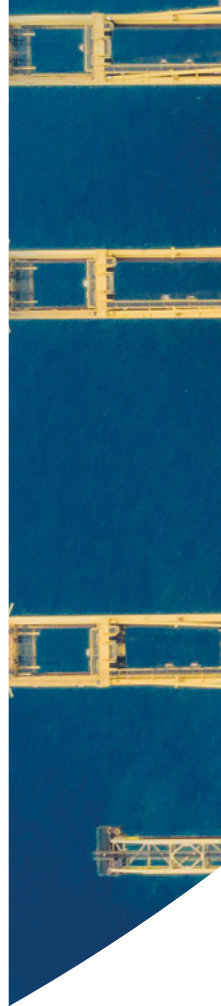
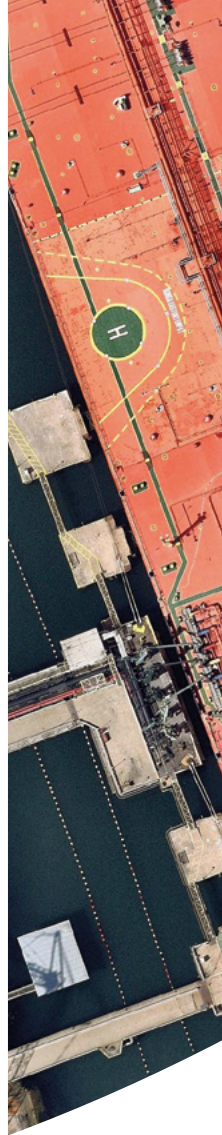
The IAPH's involvement with the IMO grew strong over the past year

Data collaboration

Digital maritime single windows will be of importance to global ports

Risk and resilience

Continuing to ensure the world ports are prepared to deal with disruption



14. 16. 18. 20. 22.

World Ports Sustainability Program

Celebrating the association's sustainability program

Outreach and events

The IAPH partnered with a lot of organizations to collaborate over the past year

Internal organization

Introducing the vice presidents for the six IAPH regions as well as the committee chairs

Membership overview

Looking at the global split of membership as well as new regular and associate members

Membership benefits and how to join

What you can expect from your IAPH membership

06.

President's message



Welcome

It is with great pleasure that I present to you our Annual Report for the years 2022–23

The past year has been marked by solid progress in the development of our strategic priorities, with new deliverables prepared by our technical committees and a record contribution of projects to our World Ports Sustainability Program. We also solidified our partnership with the IMO and other institutions, while reorganizing our internal structure and resources.

The inaugural Technical Committee Days held in London past April proved a success, setting the stage for continued excellence in the years ahead. Our committees delivered pioneering guidelines on risk and resilience, port-customs collaboration, and a report on port community systems.

Our active involvement at IMO focused on the revision of the IMO Greenhouse Gas strategy and the introduction of the electronic maritime single window in 2024. A memorandum of understanding signed in July 2023 will further solidify our partnership. Formalizing our presence in London through an office-sharing agreement with the British Ports Association signifies our commitment to further integration within the international maritime community.

The World Ports Sustainability Program, now in its fifth year, has seen remarkable growth.

The global reach of the Port Endeavor sustainability game, run in collaboration with UNCTAD TrainFor-Trade and APEC, has proved to be successful in raising awareness at all levels.

Our commitment to sustainability is also reflected in the evolution of the Environmental Ship Index (ESI). A comprehensive marketing plan has been implemented with efforts to enhance its visibility. Anticipating the future with ESI 2.0 and the At Berth module, we aim to set global standards in reducing emissions.

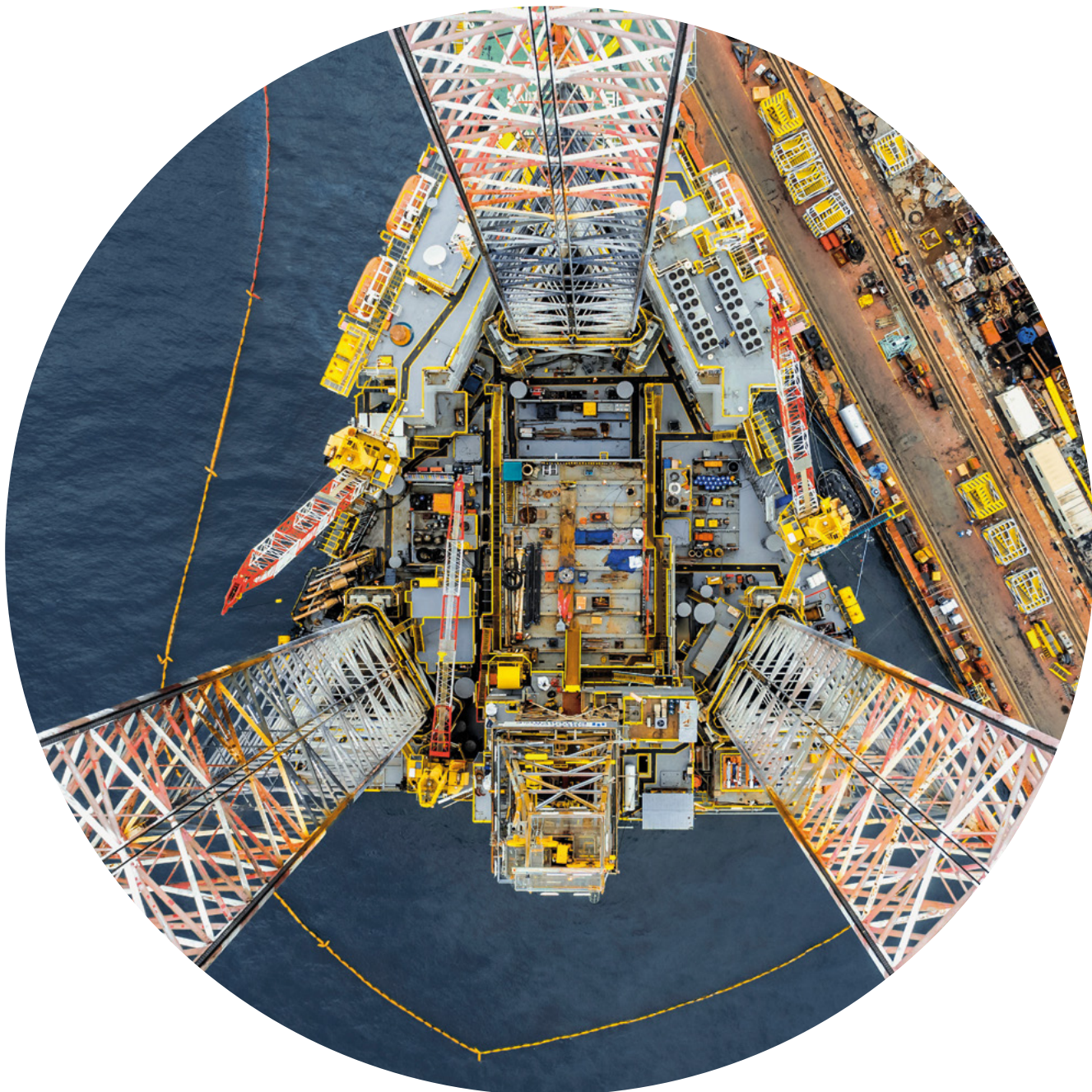
Collaboration remains at the heart of what we do. Our partnership with the International Chamber of Shipping around Clean Energy Marine Hubs is a prime example and testament to our joint commitment to low- and zero-carbon energy distribution.

To improve the performance of our organization, we conducted a benchmark exercise in 2022, which yielded valuable recommendations that are now being implemented. An integrated organization chart is already in place and a membership survey provided additional insights to guide future strategic decisions.

This year's World Ports Conference was successfully held in Abu Dhabi, with a record attendance of more than 700 delegates and top-notch speakers. I am grateful to Abu Dhabi Ports Group for their host sponsorship. I am delighted that in 2024, I will be able to host members in my home port of Hamburg, from 8-10 October 2024.

In conclusion, I want to thank my fellow board and council members, the members of our technical committees and working groups, and the dedicated staff at IAPH for their unwavering commitment. I pay special tribute to my predecessor, Captain Subramaniam, for his leadership. I am confident that our collective efforts will continue to propel us toward a more sustainable, resilient and interconnected future for the global ports' community.

JENS MEIER
President



08.

Climate and energy



Showing initiative

IAPH's work on Climate and Energy is centered around the crucial role of ports in facilitating the decarbonization of shipping and the transition to clean energy

The IAPH closely monitors policy and regulatory processes at the International Maritime Organization (IMO) and its Marine Environment Protection Committee (MEPC) around emission reduction measures. This involves preparing and coordinating world ports' input into these processes. In addition to closely following the IMO process, IAPH coordinates and participates in various projects and initiatives targeting practical ways in which ports can facilitate energy transition.

Revised IMO Greenhouse Gas Strategy

At the IMO level, the highlight of the year was undoubtedly the adoption of the revised IMO 2023 Greenhouse Gas Strategy by MEPC 80 in July 2023. This strategy strengthens ambition levels by setting a net-zero decarbonization target for the maritime

industry around 2050, along with intermediate reduction targets for 2030 and 2040. While we welcomed this new decarbonization pathway, we emphasized the paramount importance of adopting a robust set of measures, including an economic measure placing a price on carbon emissions, to effectively implement the strategy. Due to divergence of views and a lack of consensus among IMO member states, an agreement on measures was postponed. We will closely monitor the outcomes of the impact assessment of said measures and the decision-making process during the upcoming MEPC sessions, 81 and 82, scheduled for March and October 2024.

Implementation of the IMO Ports Resolution

Following the 2023 adoption of the IAPH-supported revised IMO Ports Resolution, which focuses on voluntary cooperation between the port and shipping sectors to reduce greenhouse gas emissions from ships, we submitted a progress report on the resolution's implementation to MEPC 80.

This report highlighted progress and remaining challenges in key areas where world ports can contribute to shipping decarbonization. These areas include the provision of onshore power supply (OPS), safe and efficient bunkering of zero carbon fuels, incentives for greener vessels, enabling port call optimization,



establishing green corridors, and creating clean energy maritime hubs. Additionally, along with industry colleagues from the International Chamber of Shipping (ICS), the Cruise Lines International Association and INTERFERRY, we submitted a second OPS-specific joint submission emphasizing the positive role of OPS in the future maritime energy mix and providing key recommendations for accelerating global OPS infrastructure development.

Environmental Ship Index

The IAPH Environmental Ship Index (ESI), a global standard since 2011 that incentivizes greener vessels, is undergoing revision to include new modules on GHG emissions, innovation and underwater noise. The resulting ESI 2.0 version will be finalized in the first months of 2024, with online implementation to follow. A new ESI at berth module, evaluating actual vessel emissions during a specific port call, is being implemented, starting with cruise vessels as a pilot case.

Clean marine fuels bunkering

Through the IAPH Clean Marine Fuels (CMF) working group, we empower ports to facilitate, stimulate and regulate the supply of new clean marine fuels. In 2023, CMF developed practical assessment tools for new clean marine fuels, making them publicly

available through an open, data-sharing information platform. Safety bunkering checklists for liquefied gases, including liquid hydrogen and methanol are publicly available, with ongoing work on compressed hydrogen, ammonia and swappable energy carriers. In collaboration with the World Ports Climate Action Program, CMF oversees the development of a Port Readiness Level for Marine Fuels tool, which will become available in early 2024.

Clean Marine Hubs and GreenVoyage2050

During the past year, we continued our partnership with the ICS in rolling out the Clean Energy Marine Hubs initiative. This initiative aims to secure zero- and low-carbon fuel bunkering for shipping, along with the export and import of these fuels.

Formally launched at the Clean Energy Ministerial summit in Goa in July 2023, the initiative is a first-of-its-kind partnership between the private sector and governments across the entire global energy-maritime value chain.

IAPH is also a partner in the IMO/Norway GreenVoyage2050 project, contributing to capacity building on decarbonization. In 2022, we assisted in organizing a training workshop in Mumbai, India, in October, attracting more than 50 port professionals and stakeholders from GreenVoyage2050 partnering countries.

10.

Data collaboration

Securing digital operations

The year 2023 saw the continued implementation of the acceleration of digitalization agenda that the IAPH Data Collaboration Committee issued during the first wave of COVID-19

Together with the IMO, we worked on the introduction of the Maritime Single Window and cybersecurity over the past year. In addition, we collaborated with other institutional partners, notably the World Customs Organization and the World Bank, in producing new publications, respectively on port-customs cooperation and Port Community Systems. One of the crucial lessons learned in the post-pandemic era is the necessity to ensure the business continuity of critical supply lines and enhance the resilience of maritime gateways and their associated logistical chains. In that regard, IAPH set up a dedicated task force, with other partner organizations in the maritime supply chain.

Maritime single window

Since Jan. 1, 2024, IMO member states must have in place a Maritime Single Window related to the arrival, stay and departure of ships. In preparation, we co-organized with IMO and BIMCO a dedicated symposium on the topic, with support from the International Port Community Systems Association (IPCSA) in January 2023. The aim was to raise awareness and provide guidance to member states. Throughout the year, we further supported the Maritime Single Window in various events, in cooperation with several regional and national organizations.

Cybersecurity

In June 2023, the IMO Maritime Safety Committee (MSC 107) considered a proposal by IAPH for new output to revise the IMO guidelines on maritime cyber risk management and incorporate the latest cybersecurity guidance. We also participated in the IMO Cybersecurity Symposium that was held at the IMO in November 2023 and we engaged our core group of cybersecurity experts to submit new proposals for next year's IMO Facilitation (FAL 48) and Maritime Safety Committee (MSC 108) meetings, proposing an amendment to the annex to the FAL convention, establishing a mandatory legal framework for safeguarding the cybersecurity of the Maritime Single Window.

Customs and ports cooperation

The first edition of the Customs and Ports Authorities Cooperation Guidelines was presented at the 2023 World Ports Conference. Produced in cooperation with the World Customs Organization (WCO), these guidelines outline best practices between customs and port authorities from advanced, emerging and developing countries. Existing instruments like the SAFE Framework of Standards have been leveraged to design and implement regulations for customs and port digital systems. The WCO-IAPH guidelines emphasize understanding business processes and systems to drive interoperability and foster resilience through emerging technologies.

Port community systems

The World Ports Conference in Abu Dhabi also saw the launch of a report on Port Community Systems (PCS), which IAPH prepared with the World Bank. The report addresses lessons learned from global experience and provides a step-by-step guide to implementing a PCS and explains its advantages, particularly for developing countries. The report includes detailed case studies illustrating how PCS have improved port operations worldwide. This initiative aims to demystify the concept, functionalities and impact of PCS, addressing confusion and limited understanding within both policy formulation and industry practice. The study seeks to bridge the knowledge gap, share valuable insights and contribute to the sustainable development of maritime trade facilitation and logistics through effective PCS implementation.

Supply Chain Resilience Task Force

In January 2023, IAPH teamed up with ChainPORT, the Digital Container Shipping Association and Terminal Industry Committee 4.0, in setting up a Supply Chain Resilience Task force, which was later also joined by IPCSA. The task force works on two tracks: the first looks at ways to achieve a resilient and predictable supply chain for beneficial cargo owners, while track two addresses just-in-time port calls, focusing on data quality improvement and terminal standardization. The first outputs are targeted for 2024, including an IMO submission to FAL 48 related to increased data quality.



Five principles of public-private collaboration

The World Economic Forum's (WEF) Supply Chain and Transport Initiative developed, with the support of IAPH, five principles of public-private collaboration, which were published in October 2023. These principles aim to improve the resilience of the maritime supply chain as a new paradigm in data management. The five principles include stakeholder engagement, data governance, data orchestration, change management and economic sustainability and scalability. The WEF Supply Chain and Transport initiative, is led by 17 governors including three IAPH members. It focuses on advancing clean, inclusive and safe movement of goods.

Innovation and future of work

Achieving end-to-end improvement in the maritime supply chain requires enhanced port efficiency, with digitalization and automation as the main drivers. In response to high unemployment rates in many countries, we established a working group within IAPH Data Collaboration Committee to assess initiatives to prepare the workforce for new employment opportunities brought about by digitalization and automation.

12.

Risk and resilience

A vital connector

Being a primary enabler of globalized trade, ports play a vital role in supporting economic activity and as a key nodal link in the global supply chain. The IAPH therefore works on recommending robust operational protocols for ports

The unique position of ports in the middle of the global maritime trade and supply chain also exposes them to substantial risks, and in recent years, the accumulative impact of black swan events on operational efficiency has been felt throughout the entire value chain, emphasizing the criticality of assessing risk and embracing new solutions and innovations to increase ports' resilience maturity. The Close the Gaps report that IAPH published in October 2022, following the regional scoping exercise into the key competitiveness gaps, helped shape our agenda for 2023, identifying concrete actions to assist ports in building a business continuity and resilience framework.

Risk and Resilience Guidelines

The IAPH Risk and Resilience Committee has since published a practical set of guidelines to help ports build a business continuity and risk preparedness policy to confront future uncertainties and challenges. These guidelines are the first to have been published for the ports industry and comprise three frameworks to allow ports to effectively develop and manage their own strategic approaches toward risk and resilience.

The first of these frameworks illustrates the key events and issues that could lead to port disruptions, comprising economic, environmental, human, access, network, technological and organizational factors.





The guidelines illustrate how ports can continue to learn from previous experiences and manage uncertainty. The overall aim is to improve resilience in ports through formulating effective mitigation measures and managing business continuity when faced with unexpected events. These guidelines will act as living document, which will evolve along the path of continuous improvement with our members.

Illicit trade and organized crime

As a way of supplementing the Risk and Resilience Guidelines, the committee agreed to have a more in-depth look at how ports can build resilience from a process perspective. Security awareness is paramount in safeguarding ports, ships and all individuals and organizations working in the maritime environment. However, with a widening gap between criminality and resilience, there is an evident need to raise awareness around the serious and devastating effects of organized crime in ports. This covers specific disciplines in the field, including collaboration with the IMO correspondence group on Guidance on Maritime Corruption and the Maritime Anti-Corruption Network.

In continuation of the IAPH work at IMO level, we co-sponsored a submission made by Belgium to the 33rd IMO Assembly late in 2023, proposing a draft resolution and amendments to existing IMO framework to bring the fight against organized crime into the scope of the preventive measures taken by the IMO. Overall, the committee has identified this as a key topic going forward and will investigate how this can be further addressed and considered as part of the Risk and Resilience Guidelines and its 2024 agenda.

World Ports Tracker

Over the past year, IAPH made progress with the development of the World Ports Tracker. These data reports remain the first of their kind in showcasing the trends of all cargo types being handled at world ports, together with additional data on global trends in cruise and passenger vessel activities. Using a combination of survey-based data provided by IAPH members and S&P Global Port Performance Program container data, the report provides an aggregated analysis of vessel call numbers, vessel size analysis, the evolution of call size, and port moves per house, aggregated per region.

In 2023, the survey was expanded to also include liner shipping connectivity data through a collaboration with UNCTAD and MDS Transmodal and Marine Traffic, and the committee is looking to begin reporting on non-containerized port calls once data is available.

Ports participating in the survey receive a full analysis of the results produced by professors Theo Notteboom and Thanos Pallis, and a summary of the results is also published in the IAPH members' magazine *Ports & Harbors*. Going forward, the committee has agreed that, with limited changes in data every quarter, a bi-annual survey and report will be more appropriate to better highlight the changes in trends across the sector.

Risks always present themselves within a certain context, therefore it is crucial for ports to understand the environment in which they operate, and what the vulnerabilities within that environment are. To address this, the second framework aids in defining a port's ecosystem by mapping out their existing relationships with key stakeholders across three domains: policy, economic and operational, each bringing their own risks that require a specific response. Having defined resilience their own context, the third framework then outlines how port authorities can build resilience by understanding the key considerations to be considered before, during and after an event.



14.

World Ports Sustainability Program



Greening operations

Another successful year for the association's sustainability program

In the past year, the IAPH World Ports Sustainability Program (WPSP) has grown exponentially, marked by the submission of 86 projects from 50 ports across 28 countries in 2023. This expansion has contributed to a cumulative total of 327 sustainability projects from 132 ports spanning 58 countries residing on the online portal WPSP database.

There has been an encouraging growth in submissions from regions that previously had limited participation in the program, such as Africa, the Middle East, North Asia and South America. There is now a more balanced distribution among the three main areas of interest – Climate and Energy, Community Building and Environmental Care – with a similar total number of combined projects in Digitalization and Infrastructure, both of which previously categorized as Resilient Infrastructure.

IAPH Sustainability Awards

The annual awards competition, which involved the expert jury whittling all 2023 submissions down to 18 finalists in the six areas of interest, was voted for by over 4,000 members of the public in the month leading up to the World Ports Conference. Korean ports – Yeosu Gwanyang two, Busan Port authority one – won three out of the six categories; Argentinian Puerto Dock Sud won the Community Outreach category, Canadian Port of Halifax picked up Digitalization and island Port of Santa Cruz De Tenerife won the Climate and Energy Award. With the exception

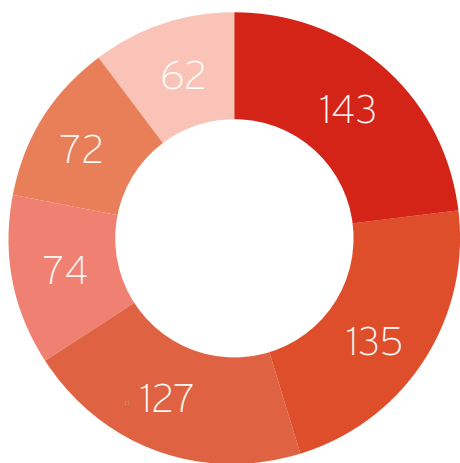
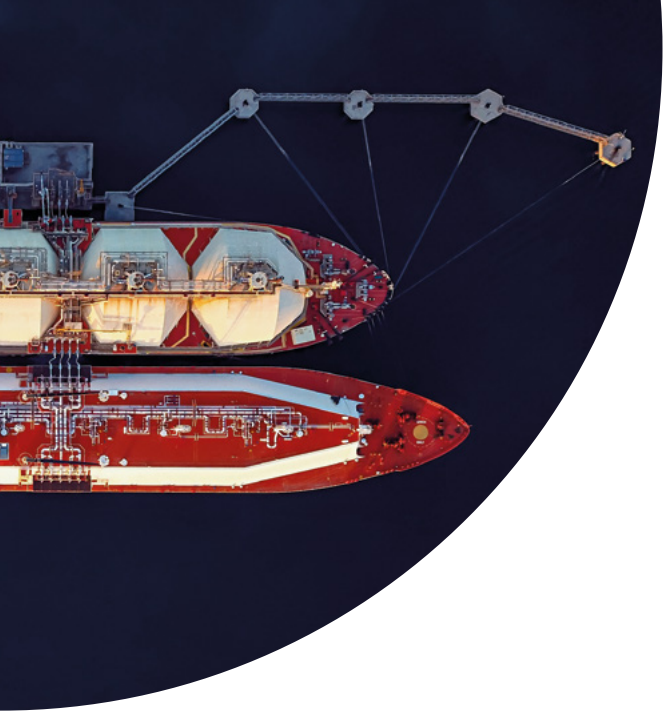
of Busan Port Authority, all four ports won an award for the first time, indicating a shift in the trend away of repeated wins by a smaller number of pioneering ports in recent years.

Port Endeavor

The Port Endeavor game received an upgrade in 2023 to reflect the new projects in the WPSP. Additionally, the game underwent digitalization by UNCTAD TrainForTrade, IAPH and APEC, which enables the registration of gameplays, storage of game scenarios, participant registration, and facilitates online moderation, gameplay and point scoring. Since the launch of the new online Port Endeavor portal in March, the tool has been utilized 45 times as of December 2023.

Looking ahead for the WPSP, the IAPH membership survey explored the potential of introducing a widely recognized WPSP port-sustainability accreditation – designed by IAPH for confidential self-assessment – in attracting customers and other stakeholders; building positive relations with the local community and attracting environmental social governance (ESG) funds and other financing for future infrastructure. In all cases, there were more positive responses than negative, with the response “somewhat useful” being the most popular for attracting customers, and more enthusiasm in terms of the effect on community relations and ESG funds. Respondents indicated a preference for an inclusive, multi-tiered accreditation scheme that reflects varying levels of sustainability attainment, as opposed to a single-label scheme where ports are either accredited or not.

Based on the feedback and responses received, as well as the enquiry from the cruise committee chair to evaluate a self-assessment scheme for relevant ports, a pilot program for the cruise sector will be proposed in 2024.



Number of WPS projects per area of interest

- 143  Community building
- 135  Environmental care
- 127  Climate and energy
- 74  Digitalization
- 72  Infrastructure
- 62  Health, safety, and security

Number of projects per UN Sustainability Goals



16.

Outreach and events

Linking up

In 2023, IAPH further developed its outreach strategy beyond its own traditional membership, in line with the need to engage with multiple stakeholders to close the gaps in physical and digital infrastructure between developed and less developed ports within the global maritime supply chain

One of the first major initiatives of 2023 was to partner with the IMO and BIMCO, organizing the maritime windows of opportunities symposium at the IMO headquarters in London in January. With numerous IAPH members involved in speaking, moderating and leading discussions on how to approach the challenging deadline set by the IMO for member states to implement a maritime single window by January 2024, several IMO member states initiated action themselves, while others partnered with institutions such as the World Bank and the IMO itself to establish the correct governance, stakeholder management and project planning for this undertaking. The outcome led to several ports working on the IMO implementation joining IAPH as well as several solution providers becoming IAPH associate members.

India

Also, in the first quarter of the year, the IAPH president Captain Subramanian Karuppiah and managing director Patrick Verhoeven led a delegation to India to meet with Indian maritime leaders as well as several leading Indian Port Authorities, accompanied by

Ennarasu Karunesan, the IAPH representative for India. The meetings, which culminated preparatory work of nearly six months before that also ultimately bore fruit with three major Indian ports joining IAPH in 2023.

South America and Africa

During the first three quarters, further outreach was concentrated in two regions, namely South America and Africa. In the first case, IAPH partnered up with the UNCTAD TrainForTrade team in conducting Port Endeavor gameplays to train the trainer workshops in Las Palmas de Gran Canaria and Buenos Aires, which resulted in membership applications from ports in the region, including Puerto Dock Sud from Argentina, which won the IAPH 2023 Sustainability Award for Community Building later in the year.

In the case of Africa, the IAPH vice-presidents for Europe and Africa collaborated very closely by co-hosting online IAPH Harbor Cafes on topics of interest to the region, which ultimately yielded new members from Africa, plus a strong attendance by African ports at the IAPH 2023 World Ports Conference in Abu Dhabi in November.





Technical Committee Days

Another innovation introduced by IAPH in 2023 were the IAPH Technical Committee days, which took place at the headquarters of the International Chamber of Shipping in London in mid-April 2023. Over 50 IAPH members attended in person, with a similar number attending the two-day event online. The meeting, which combined plenaries with individual face-to-face/hybrid meetings of each of the individual Technical Committees, was very well received and the decision was taken to continue with this format and London as location on a once-yearly basis, combined with online committee meetings throughout the year to discuss policy and content.

Clean Energy Marine Hubs

In May-June 2023, IAPH focused on developing a joint initiative in conjunction with the International Chamber of Shipping to raise awareness beyond shipping and ports of the potentially pivotal role of the sector in the global energy transition. The Clean Energy Marine Hubs initiative aims to highlight the vital importance to develop green hydrogen production, storage and

seaborne transportation infrastructure on the coast or in the vicinity of ports. This aims to secure not only future zero- and low-carbon fuel bunkering for shipping, but also the export and import of those fuels, half of which will need to be transported by ship to meet future global energy demands by 2050. The initiative was formally launched at the Clean Energy Ministerial summit on Goa in July with ICS and IAPH launching the project with the intervention of the Energy and Infrastructure minister of the UAE, one of the founding supporting countries. Other supporting countries include fellow co-founder Canada, with Panama, Uruguay, Norway and now Brazil – who joined COP28 in November 2023. Along with supporting partners International Renewable Energy Agency and the Global Centre for Maritime Decarbonization, IAPH intends to actively participate in the work of CEM Hubs moving forward to ensure its membership benefits from shared knowledge of leading hubs and strives to ensure that the necessary funding and support to invest in long-term port infrastructure to serve the energy transition that is realized.

World Ports Conference

The third and fourth quarters of 2023 were dominated by the build-up and execution of the IAPH World Ports Conference, which took place in Abu Dhabi between Oct. 31 and Nov. 2. With over 100 speakers participating in 35 sessions, and over 700 participants from well over 300 organizations attending, the conference attracted key industry stakeholders, including IMO, UNCTAD, World Bank and World Customs Organization, all members of the Arab Sea Ports Federation and senior UAE government delegates including the UN Climate Change High-Level Champion for COP28, which took place four weeks after the conference in the UAE. New formats were tried out, including port innovation round tables in which industry providers were accompanied by IAPH member users in explaining solutions for physical and digital infrastructure as well as IAPH member interviews by the maritime sector press. Two main publications were launched at the conference, namely the joint World Bank and IAPH Port Community Systems Global Report for Sustainable Maritime Trade and Logistics, and the joint World Customs Organization – IAPH Guidelines on Cooperation between Customs and Port Authorities.

Environmental Ship Index

During 2023, a marketing plan was formulated for the IAPH Environmental Ship Index to attract new incentive providers and users. This included a dedicated IAPH Harbor Café online event involving major users from both sides as well as experts from the technical and data management side as well as an in-person seminar organized in Barcelona, in cooperation with the MEDports association. The regional lunches at the World Ports Conference also included a presentation update on new developments of the index and a white paper was released in the fourth quarter of 2024.



18.

Internal organization



Board of executive directors



President

JENS MEIER

CEO

Hamburg Port Authority, Germany



Vice President Africa

MICHAEL ACHAGWE LUGUJE

Director General

Ghana Ports and Harbours Authority, Ghana



Vice President Central America and South America

JOSÉ FIRMO

CEO

Port of Açú, Brazil



Vice President North America

EUGENE SEROKA

Executive Director

Port of Los Angeles, United States



Vice President South Asia, West Asia, East Asia and Middle East

MASAHARU SHINOHARA

Executive Officer

Kobe-Osaka International Port Corporation, Japan



Vice President Southeast Asia and Oceania

ERANDA KOTELAWALA

CEO

Solomon Islands Ports Authority, Solomon Islands



Vice President Europe

STÉPHANE RAISON

CEO

HAROPA PORT, France

Non-executive directors

MASAHIKO FURUICHI

Secretary General, IAPH

PATRICK VERHOEVEN

Managing Director, IAPH

SUBRAMANIAM KARUPPIAH

Immediate Past President

General Manager, Port Klang Authority, Malaysia

Finance & Audit Committee Chair

GERD RAMDOHR

Head of Financial Service

Hamburg Port Authority, Germany

Climate and Energy Committee Chair

PETER MOLLEMA

Strategic Adviser Environmental Management

Port of Rotterdam Authority, Netherlands

Risk and Resilience Committee Chair

NIELS VANLAER

Business Continuity Manager

Port of Antwerp-Bruges, Belgium

Data Collaboration Committee Chair

PASCAL OLLIVIER

President

Maritime Street, France

Planning, Operation and Finance Committee Chair

ICHIO MOTONO

Senior Director

Yokohama Port Corporation, Japan

Leadership structure of the IAPH

Operations | **Administration**
PATRICK VERHOEVEN | **MASAHIKO FURUICHI**
 Managing Director | Secretary-General

Office management
FABIENNE VAN LOO - FUMIKO YAMAJI

Technical and policy	Communications and marketing	Membership engagement	Finance, legal and IT
Technical Committees ANTONIS MICHAIL TAKESHI SUZUKI	Communications VICTOR SHIEH	Membership administration SHINOBU YAMAMOTO	Finance and accounting HIROMICHI MANAKA YOKO KADOYAMA
Policy and IMO liaison RHONA MACDONALD	Marketing and events VICTOR SHIEH	Membership outreach FABIENNE VAN LOO	Legal HIROMICHI MANAKA
Technical CommiWPSP ANTONIS MICHAIL	Publications FUMIKO YAMAJI	Database management FUMIKO YAMAJI	IT SHINOBU YAMAMOTO
ESI program TAKESHI SUZUKI ANTONIS MICHAIL			

Cruise Committee Chair

SIMONE MARASCHI
 Managing Director
 Cruise Gate Hamburg, Germany

Legal Committee Chair

MĀRTIŅŠ Ziemaniš
 Deputy CEO of Legal and Administrative Matters
 Freeport of Riga Authority, Latvia

IAPH Women's Forum Chair

FLOR PITY
 General Director of Ports and Maritime Ancillary Industries
 Autoridad Marítima de Panamá, Panama

Environmental Ship Index Working Group Chair

ERIC VAN DER SCHANS
 Director Environmental Management
 Port of Rotterdam Authority, Netherlands

Clean Marine Fuel Working Group Chair

PETER ALKEMA
 Strategic Policy Advisor and Project Manager
 Port of Amsterdam, Netherlands

Associate Member Representative

RENÉ KOLMAN
 Secretary General
 Int. Association of Dredging Companies, Netherlands



Management and staff

Finance and Administration unit

MASAHIKO FURUICHI
 Secretary General

HIROMICHI MANAKA
 Director of Finance, Accounting and Legal

TAKESHI SUZUKI
 Director of Technical Committee and ESI Liaison

SHINOBU YAMAMOTO
 Director of Membership Administration and IT

FUMIKO YAMAJI
 Publications, Database and Tokyo Office Manager

YOKO KADOYAMA
 ESI Accounting



Policy and Strategy unit

PATRICK VERHOEVEN
 Managing Director, Policy and Strategy

ANTONIS MICHAIL
 Technical Director and WPSP Coordinator

VICTOR SHIEH
 Director of Communications, Marketing and Events

RHONA MACDONALD
 Policy and IMO Liaison Officer

FABIENNE VAN LOO
 Membership Outreach and Europe Office Manager



20.

Membership overview

The following 14 regular members joined between Sept. 1, 2022 and Aug. 31, 2023:

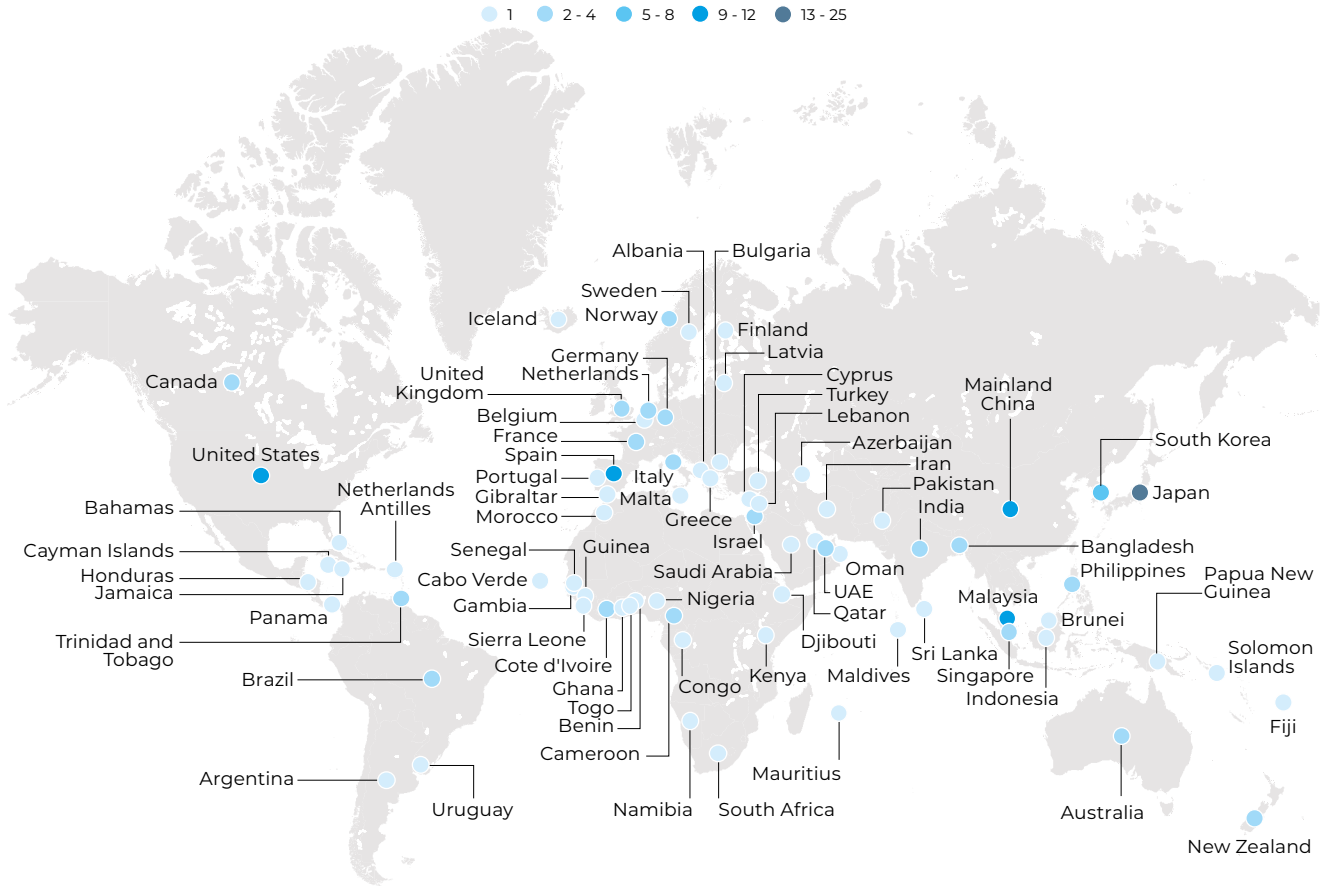
- North Tyrrhenian Port Network Authority, Italy
- New Mangalore Port Authority, India
- Saudi Ports Authority, Saudi Arabia
- Port Autonome de Pointe-Noire, Congo
- Porto Sudeste do Brasil S.A, Brazil
- Port Authority of Jamaica, Jamaica
- Port of Portland, US
- Consorcio de Gestión del Puerto Dock Sud, Argentina
- Municipality of The Hague/
Port Authority & Operations Centre, Netherlands
- Jawaharlal Nehru Port Authority, India
- Transnet National Ports Authority, South Africa
- Heraklion Port Authority SA, Greece
- Port of Oakland, US
- Cartagena Port Authority, Spain

The following 22 associate members joined between Sept. 1, 2022 and Aug. 31, 2023:

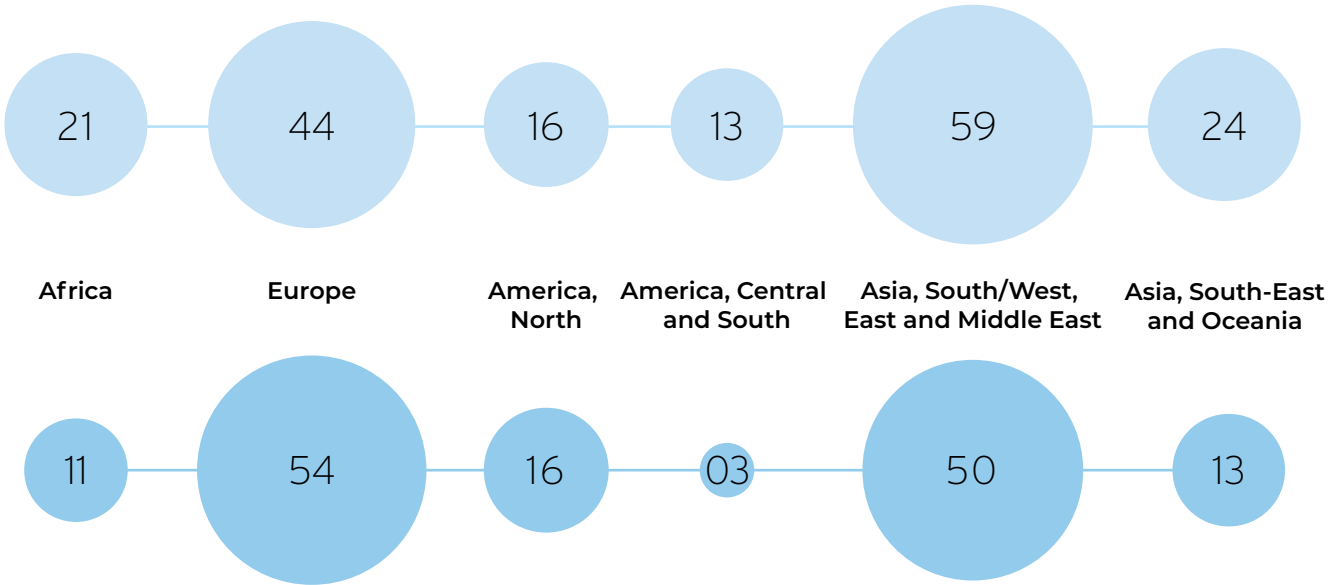
- NextPort vCoE INC., Australia
- ISF Institute of Research and Education, India
- Portall Infosystems Private Limited, India
- Flexens Oy Ab, Finland
- AMET University, India
- Suez Canal Authority, Egypt
- Indian Maritime University, India
- University of Houston/Port of the Future Conference, US
- Wärtsilä, Finland
- Netherlands Maritime University College, Malaysia
- Texas Department of Transportation, US
- RightShip, UK
- National Transport Research Organisation, Australia
- IKEA Supply Chain Operations, Switzerland
- NextPort by Moffatt&Nichol, Spain
- IRM Offshore and Marine Engineers Private Ltd, India
- Hellenic Ports Association, Greece
- Tanger Med Engineering, Morocco
- Xanatos Marine Ltd., Canada
- D&D Control (M) Sdn Bhd, Malaysia
- PortXchange Products B.V., Netherlands
- UK Hydrographic Office, UK



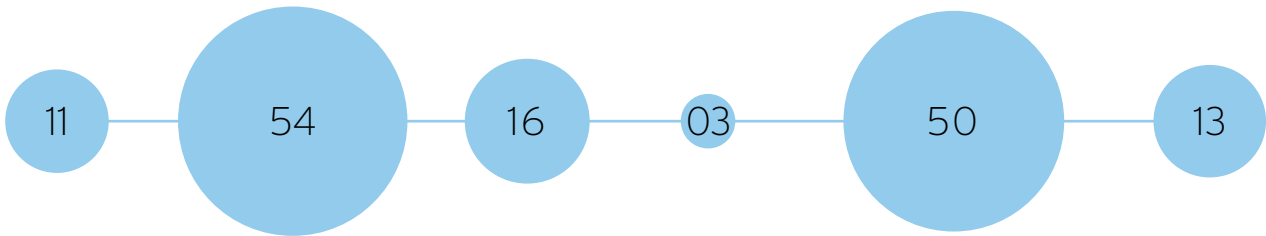
Number of IAPH regular members by country



177 Regular members



147 Associate members



22.

Membership benefits and how to join

United with one voice

The maritime and logistics sectors are undergoing massive changes on an international level, and ports are a vital part of this world. IAPH offers regular and associate memberships, which deliver the following benefits on an annual basis:

- Your voice is heard at international policy forums, predominantly at the International Maritime Organization, but also at the United Nations Conference on Trade and Development (UNCTAD), United Nations Economic and Social Council (ECOSOC), International Labour Organization (ILO), United Nations Environment Program (UNEP) and World Customs Organization (WCO).
- First-hand involvement in the World Ports Sustainability Program and premium access to the IAPH tools and products developed under the program
- Preferential rates for IAPH events, including the annual World Ports Conference
- Free access to IAPH publications, including the bi-monthly magazine *Ports & Harbors*
- The possibility of promoting your initiatives and projects through IAPH publications and website
- The opportunity to obtain assistance for training through IAPH scholarship programs
- Member online news, Insider
- Free access to members area on the IAPH website: www.iaphworldports.org

How to join IAPH

To join IAPH, you can fill out an application form, which is available from:

www.iaphworldports.org/join-iaph-3-2

Please send the application to the following address:

[@info@iaphworldports.org](mailto:info@iaphworldports.org)

Regular members subscribe to the number of membership units (1-8) based on the annual tonnage. Currently, the value of a unit is approximately \$1,500. Associate members engaged in various port-related businesses pay their dues based on their business type, which ranges roughly from \$200 to \$1,300. Membership becomes effective upon receipt of the completed application form and payment.

If you have any questions, including about membership classification, please refer to the following link:

www.iaphworldports.org/join-iaph-2-2

or contact the secretariat at

[@info@iaphworldports.org](mailto:info@iaphworldports.org)







Head Office:

7th fl. South Tower
New Pier Takeshiba
1-16-1 Kaigan, Minato-ku
Tokyo 105-0022, Japan

📞 +81 3 5403 2770

🌐 www.iaphworldports.org

✉ info@iaphworldports.org