



Port Integration

PORT AUTHORITY ACTION PLAN ON ICT

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PROJECT



AUTHORS



ACTION PLAN

SUMMARY:

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This action plan shows how a Port Authority can review its strategy on the role of Information and Communication Technologies, particularly port community systems facilities, in its port(s) and how to redesign the most convenient roadmap to better tackle opportunities taking into account the port environment. This action plan is based on the experience of the Freeport of Riga, Latvia and the experience of the authors of the Action Plan, Valenciaport Fundación and EPCSA. The plan was developed as part of the Port Integration Interreg IVC project. It does not go into the technical details but develops an assessment checklist on the role of the Port Authority in promoting and developing ICT solutions and further reinforces the actions identified by EPCSA in its Guide on “How to develop a PCS”, published in December 2011.

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Action 2 : How to start developing a PCS – The Port Authority Role

2.1 : Community “buy-in”

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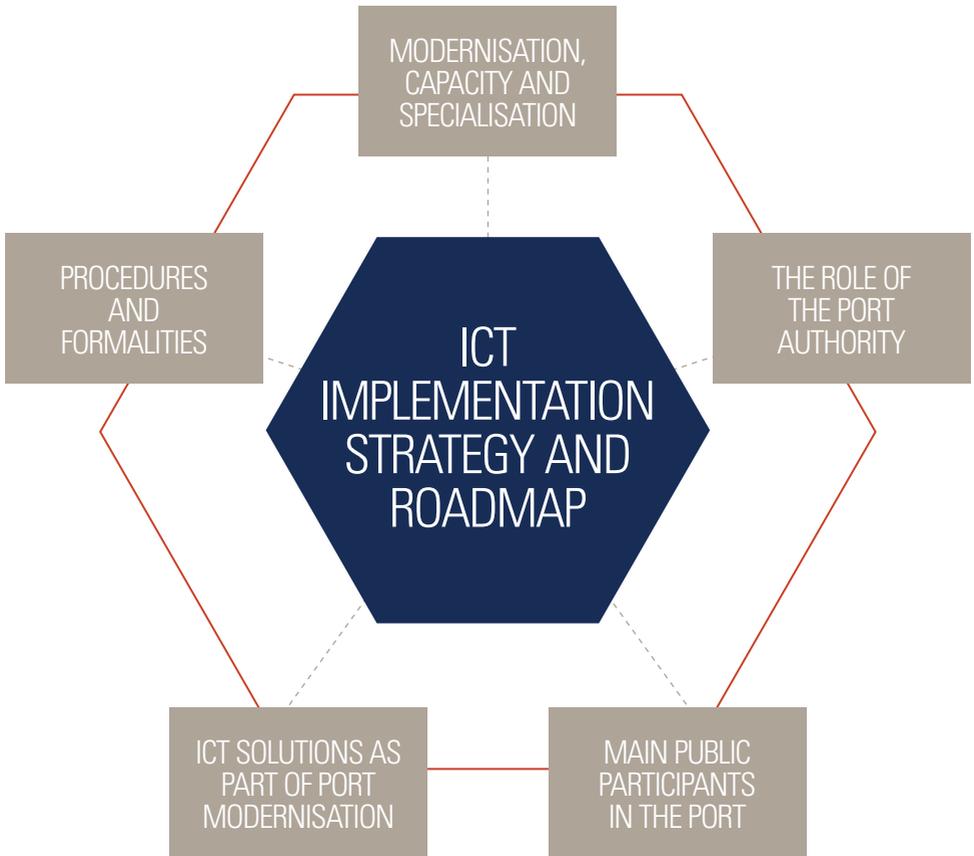
2.3 : Identify the legal and business model



PORT AUTHORITY ICT IMPLEMENTATION STRATEGY AND ROADMAP

The use of ICT in ports is developing rapidly as its capacity to simplify trade and transport flows is being recognised by policymakers and the industry. Port Authorities need to re-define their role in this process to take advantages of

the opportunities ICT offers, ensure successful adoption and minimise risks. The following five key topics should be examined in order for the Port Authority to achieve a good ICT implementation strategy and roadmap.



PORT AUTHORITY ICT IMPLEMENTATION STRATEGY AND ROADMAP

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The Port Authority's functions and the governance model in the port will directly influence in the exact role that the Port Authority should follow in the adoption, development and implementation of ICT in the port cluster.

PORT COMMUNITY SYSTEM

Port Authorities should always be active participants of a Port Community System, as this platform will affect the overall competitiveness, performance and use of the port infrastructures.

GOVERNANCE MODEL

LEGAL & STATUTORY FRAMEWORK

- Commercial autonomy
- Managerial autonomy
- Financial autonomy

FINANCIAL CAPABILITY

- Financial responsibility
- Financial resources

BALANCE OF POWER IN GOVERNMENT

- Degree of governments' influence in decisions

MANAGEMENT CULTURE

- Commercial attitude
- Entrepreneurial culture
- Innovative culture
- Openness to change

LANDLORD FUNCTIONS

Management, maintenance, provision of infrastructures and facilities
Conception and implementation of policies & strategies

Pressure to invest in port infrastructure and enlargement

Financial pressure

Competition for land use (environmental and social pressure)

- Ability to establish contracts for port land use
- Concession contracts
- Clauses, conditions: throughput, minimum volumes
- Other aspects should be considered: efficiency, automation, use of advanced ICT solutions

REGULATOR FUNCTIONS

Controlling, surveillance and policing to ensure safety and security of cargo operations

Responsibility shared with other regulatory agencies (Customs, maritime authorities, veterinary)

- Advanced and reliable information is required
- Cooperation, coordination, integration
- ICT is a critical asset – the regulatory function creates a very suitable environment for the introduction and application of ICT in EU ports

OPERATORS' FUNCTIONS

Physical transfer of goods and passengers between sea and land

Technical-marine services (pilotage, towage and mooring)

Ancillary services (provision of water, electricity, waste disposal, warehousing and logistics services)

- Privatisation of these functions
- Loss of information and control – increased number of operators
- Coordination, control and supervision is required and ports turn into community managers of PCS, SW, ICT

THE COMMUNITY MANAGER FUNCTION

Coordinating private and public port community members to solve problems and develop efficient operations inside and outside the port, with a global door-to-door corridor or supply chain perspective

- Elimination of bottlenecks
- Facilitation of administrative procedures
- Reengineering of processes
- New organisation structures
- Introduction of ICT
- Marketing and promotion activities
- Training & education activities
- Other innovative activities

THE PORT AUTHORITY AS AN ACTIVE PARTICIPANT OF A PORT COMMUNITY SYSTEM

1. HOW TO DEVELOP A PCS

EPCSA identified twelve key steps for the development of a Port Community System (PCS). Although all actions should be taken into account, the first three actions of the guide are explained in the following pages.

HOW TO DEVELOP A PORT COMMUNITY SYSTEM – THE TWELVE ACTIONS



IMPLEMENTING A PCS

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1. CLARITY OF MESSAGE

The biggest challenge to the creation of a PCS is having an understanding of the environment within which it will be created. Currently Single Window is a key aspect of trade facilitation and is being advocated at international and EU level by governmental and non governmental bodies such as the United Nations, World Customs Organization and the European Commission.

1.1 A PORT COMMUNITY SYSTEM (PCS):

A Port Community System is an information technology system that provides electronic services to a port community to enhance its operations. A PCS could provide Single Window services to the government and it should, in any case, be linked to it and offer complementary functionalities for good quality, secure and efficient port operations.

- It is a neutral and open electronic platform enabling intelligent and secure exchange of information between public and private stakeholders in order to improve the competitive position of the sea and air ports' communities;
- It optimises, manages and automates port and logistics efficient processes through a single submission of data and connecting transport and logistics chains.

1.2 A SINGLE WINDOW:

Single Window is a concept (environment) and not a particular information technology system in its own right. It focuses on improving all trade and transport formalities bodies by submitting standardised information to the government through a single entry point.

A Single Window is a complex community undertaking which facilitates trade and transport. Single Window services can be implemented at regional, national or international level. A major factor in accomplishing Single Window services is a strong leading body to promote its benefits. These efforts, combined with strong political support and the appropriate project-centric organisation and resources, are the elements required for a Single Window project to succeed.

The need for collaboration between all stakeholders is critical for the successful implementation of Single Window. Possession of the relationships, influence, communication and negotiating skills to develop, maintain and persuade members of a nation's government and trade communities is critical for laying solid ground on which to build sustainable and profitable Single Window services.

2. HOW TO START DEVELOPING A PCS – THE PORT AUTHORITY ROLE

2.1 COMMUNITY “BUY-IN”:

- Bring together the community around the port, including port authorities, users, shipping lines, Customs and other business or government agencies that have an interest.

The Port Authority is the critical element in relation to the PCS and can act as the facilitator to bring together the community.

2.2 AGREE A LEAD:

- Identify a lead in the project with the responsibility to bring the community together and act independently of its own interest of the community.

In some cases, PCS are organised and developed through the Port Authority – in others, they are separate, independent entities, either public or private, but in all cases the Port Authority is one of the key stakeholders.

2.3 IDENTIFY THE LEGAL AND BUSINESS MODEL, INCLUDING FINANCE:

- Identify the development finance to create a legal and business model that the community will see as a “trusted and honest broker”.

A Port Authority can act as the facilitator which also invests finances in the development of a PCS. The benefits for a Port Authority of having a PCS are that this will generally lead to an increase in trade and added value activities, thus ultimately bringing in additional revenue.

It is important to note that whoever acts as the lead and, ultimately, the PCS operator should be seen by all of the community as a “trusted and honest broker”.





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Making improvements in the logistics chain doesn't just mean investment – it requires the knowledge and expertise of the partners. The Port Integration Interreg IVC project aims to get the message across to key decision-makers in the political, economic and management fields. These key people need to understand the operations, concerns and priorities of the logistics world.

The creation of new relationships and synergies between the public and private sectors through the development of strategies and the preparation of investments offers far more promise in an international frame – because successful models can be transferred from one region to others.

THESE ARE THE CORE CONCERNS OF THE EU PROJECT PORT INTEGRATION, WHICH IS FOCUSING ON:

- A more reliable combination and coordination of individual transport operators and modes.
- More effective communication of what such transport opportunities can offer.
- Improved communication between all actors in the supply chain.

FOR FURTHER INFORMATION:

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