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ACTION PLAN OF CARTAGENA 2014-2015

**"INNOVATIVE AND COMPETITIVE PORTS FOR SUSTAINABLE ECONOMIC
DEVELOPMENT WITH SOCIAL INCLUSION IN THE AMERICAS"**

(Adopted during the third plenary session held on September 13, 2013, and pending revision by the Style Committee)

The Inter-American Committee on Ports (CIP) is the permanent inter-American forum and principal advisory body on ports for the OAS member states. It is part of the Inter-American Council for Integral Development (CIDI). Its principal objective is to promote development and hemispheric cooperation at the highest government level, in the port sector, with the participation and active collaboration of the private sector. The CIP was established in 1998 by resolution AG/RES. 1573 (XXVIII-O/98) of the General Assembly, in accordance with Articles 77 and 93 of the Charter of the Organization of American States (OAS) and Articles 5 and 15 of the Statutes of CIDI.

Globally, ports are the principal links in the physical network used for maritime transportation. In 2011, more than 80% of the world's merchandise was shipped by sea (8.8 billion tons: 35% liquid cargo, 28% bulk, and 17% container cargo). In volume of cargo shipped by sea, the Americas (21%) held second place, after Asia (40%).

To guarantee expeditious movement and transfer of cargo, ports and terminals have to operate as efficiently and cost effectively as possible. This means that the movement of cargo through the ports must not be hampered by handling, administrative, or security procedures, such as customs and inspection institutions. It also means that ports have to have good connections to inland areas and, if they are surrounded by a city, ports need to minimize negative impacts on urban areas. Likewise, cities must not unduly obstruct the flow of cargo.

In this way, the development of a competitive, innovative, safe, and sustainable port sector has an impact on trade and the economic development of the OAS member states. It is also a prerequisite for social inclusion in the principal economic activities, enhancing social well-being and helping to strengthen democracy.

At the Sixth Summit of the Americas, entitled "Connecting the Americas: Partners for Prosperity," held in Cartagena, Colombia, in April 2012, the Heads of State and Government of the member states pondered the regional and subregional past and future infrastructure of the various programs and projects connecting the Americas and recognized the importance of boosting competitiveness with a holistic and comprehensive vision of transportation and trade and, hence, port development.

At the Seventh Meeting of the CIP, held in Lima, Peru, in March 2012, the Port Authorities adopted the Declaration of Lima 2012-2013, which acknowledged the importance of the work done by the CIP as the standing technical hemispheric forum for port affairs and the crucial role played by port services in regional integration and the internal development of the member states.

The Lima Action Plan 2012-2013 proposed advancing toward structural and operational modernization of the CIP in a dynamic, efficient, and integrated manner to meet the mandates received by the member states, and to support them in developing a solid and sustainable port sector, by strengthening inter-American cooperation, sharing practices and institutional technical capacities, and fostering public-private partnership.

Accordingly, it is advisable at this point to incorporate themes specific to inland ports and waterways, which are of concern to landlocked countries.

Therefore, the name and makeup of one of the CIP's six thematic areas of hemispheric cooperation, TAG V, needs to be changed to "Tourism, inland ports and waterways, ship services, and navigation safety."

It also established six priority thematic areas of the CIP for hemispheric cooperation: (i) Logistics, innovation, and competitiveness; (ii) Sustainable port management and environmental protection; (iii) Port protection and security; (iv) Public policy, legislation and regulation; (v) Tourism, inland ports and waterways, ship services, and navigation safety; and (vi) Corporate social responsibility and women in ports.

The purpose of the Action Plan is to continue the work of the six Technical Advisory Groups and to establish clear guidelines for them to function effectively and sustainably.

Wherefore, we, the High-level Port Authorities representing the member states in the framework of the CIP during the Eighth Regular Meeting of the CIP, adopt the Cartagena Action Plan:

DRAFT ACTION PLAN OF CARTAGENA 2014-2015

I. OBJECTIVES

This Action Plan is designed to complement the activities of the member states, based on the synergies produced by South-South, triangular, and hemispheric cooperation and offers guidelines for executing a work program with quantifiable annual targets.

The Action Plan's principal objectives are as follows:

A. General objective

To advance toward the development of innovative and competitive ports to ensure sustainable development with social inclusion in the Americas.

In this context, the Action Plan aims to follow-up on the Lima Action Plan and the thematic areas it established. Within the OAS framework, the idea is to boost the impact and scope of the CIP in port development in the region with a comprehensive approach by promoting and strengthening ties with internal and external strategic partners to create synergies in the OAS context. With respect to internal partners, the goal is to access, participate in, and strengthen programs in related areas such as those of the Department of Economic Development, Trade, and Tourism (DEDTT), the Department of Sustainable Development, and the Secretariat for Multidimensional Security. Strategic partnerships will continue to be forged with other forums and international organizations and similar bodies. Such actions will help to increase the supply of training opportunities, as well as member states' participation and representation in multiple international forums.

B. Specific objectives

1. To strengthen the inter-American port dialogue.
 - To promote more vigorous dialogue among the high-level port authorities of the Hemisphere at CIP and CECIP meetings and specialized conferences.
 - To establish ties with high-level private sector executives and specialists, by sharing experiences with core issues regarding ports in the Americas.
2. To coordinate hemispheric cooperation and public-private partnerships.
 - To facilitate technical cooperation by coordinating with other cooperation agencies in response to specific requests on port-related matters from government or private entities.
 - To propose and draft specialized technical documents that can help shape national policies.
 - To promote the sharing of information regarding successful experiences.
3. To construct the CIP's capacity-building program
 - To help strengthen technical managerial capacity to modernize the ports by developing the skills of professionals in port and related institutions, including those in the private sector, while striving to generate value-added for all members.

II. ROLE OF THE SECRETARIAT IN IMPLEMENTING THE ACTION PLAN

The CIP Secretariat will assist the CIP authorities in the performance of their functions. Especially important is its help with coordinating the activities needed to implement this Action Plan and the CECIP and TAG work plans.

To advance the implementing of the Action Plan, we, port authorities, instruct the CIP Secretariat, in coordination with the CECIP, to:

- Pursue hemispheric cooperation on port affairs by strengthening institutional technical capacities and sharing experiences to help advance the national agendas of the member states.
- Prepare studies and documents on port sector matters and propose draft inter-American and international agreements in line with OAS procedures.

- Coordinate the work of the TAGs to ensure that their activities are efficient and effective, based on their respective work plans, and, in accordance with the TAGs' recommendations, establish the criteria for monitoring and evaluating each TAG's performance.
- Broaden participation in the CIP, by promoting public-private partnerships aimed at enriching the inter-American dialogue on port affairs, creating synergies, and expanding opportunities for cooperation.
- Forge strategic, internal and external, partnerships with other forums and international organizations and similar bodies.
- Establish and implement a technical cooperation plan by identifying requirements for each period and seeking additional funding.
- Foster the sharing of information regarding successful experiences.
- Coordinate and prepare CECIP meetings, both face-to-face and via teleconferencing.

The Secretariat will report to the CECIP every six months on implementation of the Action Plan and will issue a general report during the Ninth Meeting of the CIP.

For that to happen, the member states will need to endow the CIP Secretariat with the human and technical resources needed to upgrade CIP operations.

III. TECHNICAL ADVISORY GROUPS

Within the framework of this Action Plan and the thematic areas chosen, it will be important to monitor the work of the TAGs of the CIP, whose responsibilities will be as follows:

- Each year each TAG should produce and present to the CIP a virtual training course on the topics within its purview, which each country would be able to use free of charge for strengthening training in the sector. The TAGs will also make the courses available to the CIP Secretariat in digital format with the instruction that they be posted on the CIP website in order to facilitate access to them. The chairs of the TAGs will be responsible for coordinating the allocation of resources for holding those courses through the CIP Secretariat.

a. TAG on Logistics, Innovation, and Competitiveness

The TAG on Logistics, Innovation, and Competitiveness will advise the CIP on decisions to be taken with respect to the modernization and efficiency of the region's ports in such aspects as cargo service and handling, port tariffs, statistics, logistics chains, fostering port-city relations, and encouraging corporate social responsibility. To that end, it will seek to:

- Develop a web page as an interactive tool for cooperation and exchanges of information among the members of the TAG;
- Implement the Port Statistics Pilot Plan and put forward a proposal for funding a Port Statistics and Indicators Observatory;
- Prepare a working paper on port innovation, and implement human-resource training activities in order to boost competitiveness, bearing in mind the particular geographical situation of landlocked countries that use cargo transfer facilities outside their borders;

- Conduct the Fourth Hemispheric Conference on Logistics and Competitiveness.
- b. TAG on Sustainable Port Management and Environmental Protection

The TAG on Sustainable Port Management and Environmental Protection will promote activities leading to the ratification and application of the IMO agreements, such as MARPOL 73/78, Annex V and the 1972 London agreement on spills, and consideration of the principles established in the Convention on the Law of the Sea of 1982 and the Convention on Biological Diversity of 1992, concerning the use and protection of coastal zones. It also promotes the use, monitoring, and control of environmental indicators, the use of clean technologies, prevention of the degradation of ecosystems, the exchange of experiences, and the application of environmental management systems. To that end, it will seek to:

- Continue compiling environmental profiles and port contingency plans;
- Prepare a Pilot Plan for implementing Annex V of MARPOL. To this end the TAG will collect information related to the Annex V of MARPOL concerning:
 - a) Procedures required for the reception of waste from the ships.
 - b) Availability of port reception facilities.
 - c) Port hinterland waste disposal or final waste treatment.
- Hold the Fourth Hemispheric Conference on Port Environmental Management;
- Develop a study on alien species (including the legal and regulatory framework) introduced via the ballast water, with the purpose of tracking the distribution of these species, which serves as a tool in the policies related to the conservation of biodiversity and regional legal strategies for the countries of the region.
- Establish guidelines for a Port Environmental Code of Ethics in the Americas pursuant to the recommendations of the Second Hemispheric Conference, held in Uruguay.

c. TAG on Port Protection and Security

The TAG on Port Protection and Security will ensure strict and continuous compliance with standards for protection of ports and their installations at a competitive cost that minimizes risks in order to have safe and efficient ports. It will also support making informed decisions on implementation of those standards and certifications, such as investments, financing, cost-benefit analysis, and disseminates the benefits of their application, using the CIPnet portal and the Web site www.safeports.org. To that end, it will seek to:

- Update the Safeport.org web page with the objective of renewing the information and contacts in relevant issues of the Web site.
- Implement the port security training module through the pilot workshop on Maritime Port Safety;
- Perform an evaluation of the functioning of the BPIP Code and propose additional measures for its implementation. The foregoing in virtue of the tenth anniversary of the BPIP Code certifications.
- Conduct a study on the movement, storage, and handling of hazardous materials in ports and on effective response to possible accidents.
- Establish synergies with partners within the OAS, such as CICTE and the Department of Sustainable Development, as well as with the private sector;

- Hold the First Hemispheric Conference on Port Protection and Security.
- d. TAG on Public Policy, Legislation, and Regulation

The TAG on Public Policy, Legislation and Regulation will analyze and disseminate national and international legal and regulatory provisions governing day-to-day port activities and thereby learn from experiences and promote the harmonization of domestic laws with international standards. It will analyze the generation of opportunities for port and related investment and the contractual modalities that enable public and private investors to reap the benefits. It will also emphasize the conditions for obtaining said services, tariff regulations, and labor standards. To that end it will seek to:

- Perform a thematic index with the contributions of all States, in order to develop a content proposal for the model of port law.
- Develop a database that allows access to all information collected through access via the Internet on legal matters.
- Hold the First Hemispheric Conference on Best Practices.
- Continue with the survey mechanism between the participants in order to for them to indicate the topics of their interest taking into account the realities of each State
- Update the survey and monitoring of IMO and ILO international conventions ratified or that are in the process of approval and/or analysis by States with a view adapting and updating laws on port, shipbuilding and navigation activities in line with the global logistics scenario, particularly those that refer to inland navigation.
- Gather information on the main port infrastructure works planned and implemented by the States, with indication of the sources of funding with an indication as to sources of funding, as well as on facilitation of port access and of navigation along inland waterways.

- e. TAG on Tourism, Inland Ports and Waterways, Ship Services, and Navigation Safety

The TAG on Tourism, Inland Ports and Waterways, Ship Services, and Navigation Safety will encourage the improvement of services in the area of tourism by promoting the development and modernization of the port systems based on regulatory frameworks and international standards sufficiently flexible, dynamic and reliable which will encourage investment without neglecting the environmental protection and port security. Promote the optimization of the systems and procedures that affect the streamlining and operability of the services rendered to the ships during their defeats to and within the ports, by strengthening cooperation between its members. Will contribute to the dynamism, updating and modernizing the systems that make the control of the navigation by proposing the adoption of appropriate procedures and security measures and protection and will foster riverport development to promote hemispheric integration of landlocked countries and inland ports. To that end, it will seek to:

- Strengthening of the synergies with other TAG, or with other bodies of the CIP in order to reconcile the task of the Committee with the areas defined in the Plan of Action of the CIP 2012-2013
- Hold a seminar and exchange good river navigation practices in collaboration with other international organizations.

- Hold a seminar and exchange best practices in cruise ship tourism with the help of the Inter-American Committee on Tourism of the OAS (CITUR);
 - Develop an electronic database on river and lake ports in the member states;
 - Develop an electronic database on cruise ship tourism ports in the member states, based on the questionnaire presented at the Twelfth Meeting of the CECIP in Viña del Mar, Chile (2011), Document CECIP 27/11;
 - Prepare a technical paper or study that have as main thematic area of analysis tourism, services to ships or control of the navigation;
 - Draw up a list of regional dredging enterprises so as to improve exchanges of information regarding these services.
 - Develop the database of experts from the Member States on the subject of this TAG, designed in 2013, so as to enable regional port authorities to share best practices for establishing reliable waterways open year-round.
 - Develop an outreach plan for associate members, defining the cost-benefit of their participation and pointing their roles and responsibilities.
- f. TAG on Corporate Social Responsibility and Women in Ports

The TAG on Corporate Social Responsibility (CSR) and Women in Ports will promote the preparation of policies and guidelines for governments and the private sector aimed at responsible and inclusive management and creating opportunities to improve the port-city interface, through initiatives such as work-family reconciliation. Increased participation of women working in the ports will also continue to be promoted to enhance their opportunities for professional and human development. To that end, it will seek to:

- Maintain and update the portal www.rscymujerportuaria.org. Appoint the Editorial Board of the portal and contribute to a proper management from the person responsible from each country.
- Hold an hemispheric seminar for the exchange of successful experiences of CSR and Creation of Guidelines of Social Intervention in the ports of the Americas.
- Prepare a study of corporate social responsibility (CSR) actions in the following areas: programs for workers; programs for the port community; program for the population in surrounding areas;
- Propose the creation of a Vice Presidency for training in the sector of public policy and gender
- Offer continuing online training on capacity building for women in port, as well as in the issues of corporate social responsibility and the relationship Port – Community.
- Disseminate and organize the award to the Women in Ports of the Americas 2013 and 2014
- Conduct a study of the gender situation that can serve as a baseline for future actions;
- Conduct a workshop on examples of women's successful experiences in ports;
- Establish the Observatory for women in port of the Americas

IV. METHODOLOGY

Implementation of the Action Plan will be based on the Work Plan of the CECIP, which is attached hereto. Once adopted and if needed, the officers will be appointed, along with the Chairs of

the TAGs, and responsibilities will be assigned. The Chair will appoint a focal point or coordinator to guarantee fulfillment of the objectives of the CECIP and the CIP.

In order to carry out the activities envisaged in this Action Plan, and with help from the CIP Secretariat, the Chairs of the TAGs must take on a leading role in the TAGs' activities and fund at least one training course, conference, or seminar during their term, as well as promote studies and technical papers on topics related to their TAG with a view to fostering dialogue among its members.

The TAGs must report to the CECIP on their activities every six months and develop systems for monitoring those activities and evaluating their outcomes.

In coordinating their work, the TAGs shall consider the complementary and interdependent nature of their activities. Continuous communication and exchange of knowledge, experiences, and results will be mutually beneficial.

V. RESOURCES

Human and financial resources will be needed to implement the Action Plan, taking member's interests into account and the need to achieve the CIP's objectives.

The member states will need to make financial contributions to secure the technical support of the Secretariat to the CIP and the CECIP. They shall also make technical contributions in the TAGs and foster the necessary synergies among the members.

To guarantee the Secretariat's technical services in implementing the 2014-2015 Action Plan, member states are urged to be punctual in paying their quotas, especially those who still have payments pending.

In order to increase the number of activities carried out under the Program to Strengthen the CIP's Capacities, member states are urged to make voluntary contributions in addition to the annual quotas. Member states may also make direct contributions to, or exchange experts with, other members that need financing to carry out training activities.

With the support of the Secretariat, the Chair of the CECIP and the Chairs of the TAGs shall invite pertinent regional and international organizations and potential donors and partners, especially from the private sector, to participate, make voluntary contributions, and provide financial mechanisms to support activities emanating from the implementation of this Action Plan.

VI. ASSOCIATE MEMBERS

This Action Plan encompasses many complex themes that reflect the serious challenges confronted by national port authorities in the region. It is therefore indispensable that CIP, the CECIP, and the TAGs give priority to fundraising and obtaining financing to support their activities and promote the participation of the private sector as associate members. For that, a new system has been agreed upon for collecting from associate members based on staggered membership status (Platinum, Gold, Silver, and Bronze), depending on the size of the company.

It is worth pointing out the benefits attached to being an associate member of a TAG, which include access to CIP forums, the international network of contacts, and the supply of technical training on offer, as well as the exchange of best practices and participation in the formulation of public policies.

Pursuant to the guidelines in the foregoing section, the CIP enjoins the Chair of the CECIP and the Chairs of the TAGs, and the CIP Secretariat, to invite and encourage the participation, as associate members, of pertinent regional and international organizations and other donors, especially from the private sector.

VII. THE CIPnet PORTAL

The member states must support the updating and upgrading of the CIP Portal (CIPnet), regularly and continuously providing content in order to promote hemispheric cooperation and inter-American dialogue. For this purpose, each member state should designate a representative as a focal point for CIPnet, who will facilitate the exchange and management of information with the Secretariat.

CIPnet will be promoted as a vehicle for information exchange for the community of practices, including opportunities for training, events, and activities of the CIP forums. CIPnet is a virtual tool that can be not only a repository for information but also a mechanism for monitoring and support of the work being undertaken.

VIII. THE CIP MAGAZINE

The CIP MAGAZINE has become the written image of the CIP, as a valuable tool for disseminating information to the global port community on developments in the ports industry in the Americas, its policies, projects, and authorities, and on the CIP's own activities and those of the OAS.

The CIP MAGAZINE is a vital tool for communicating and disseminating knowledge of port affairs, not just for members of the CIP, but also for establishing a major "community of practices" in the region and highlighting the CIP's presence as an inter-American forum in the private sector and related spheres.

The CIP must modify the model of participation of the Member States (host country) in the search for sponsorship for the magazine. The CIP must encourage the participation of all Member States to develop the content of the magazine and to appoint an Editorial Committee that is responsible, in coordination with the Secretariat, for the effective search of sponsors. For this purpose the members of the TAG should actively collaborate..

With support and the active participation of the CIP Secretariat, the CECIP must: (a) improve the access to the publicity of the magazine, including a subscription system for the community of practice, particularly with the associate members of the CIP and the private sector interested in having advertising in the magazine, as possible sources of funding. In this sense, the quality of the content and advertising would be promoted through the strengthening of the Editorial Committee, with the more active participation of the Secretariat, which will contribute effectively with publications, articles and sponsors, and is responsible for editing, among others; and/or b) make a

magazine in electronic version with the help of the Editorial Committee that also would be responsible to obtain the contents, editing and publishing online

APPENDIX I

IMPLEMENTATION OF THE ACTION PLAN: PROPOSED WORK SCHEDULE FOR THE CECIP

In order to achieve the specific objectives of the CIP, the idea is to formulate, develop, and implement concrete initiatives in the Priority Thematic Areas, through the TAGs and working groups and with the support of the Secretariat. It is worth stressing that these activities must have a member state as a coordinator, a funding source, and a deadline for execution as stipulated in the form of the Pilot Plan for New Procedures for Managing and Executing the Work of the Groups and Subcommittees as per resolution CECIP/RES. 9 (XII-11). In this regard, the CECIP is instructed to support the CIP Secretariat in completing the work program and the schedule of meetings, within the 90 days following the adoption of the Action Plan.