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FULFILLMENT OF THE CIP ACTION PLAN 2004 - 2007

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I. Background

The CIP Action Plan for the 2004-2007 period was approved during the Third Meeting of the Inter-American Committee on Ports (Mexico 2003).

The central objectives of this Action Plan are:

1. Intensify the inter-American port dialogue coherent with the integrationist hemispheric effort and with the active participation of the private sector.
2. Promote the improvement of American port systems modernization with basis on the efficiency criteria and complemented with the exigencies on port maritime security established in the new norms and international standards.
3. Generate and implement new politics of coordination conforming to the economic and social scenario in order to impulse, strengthen and facilitate the development of the hemispheric port sector, oriented to obtain the maximum of benefices from the extended regional market.
4. Strengthen the actions of cooperation with organisms, international and regional agencies, developed countries' governments and states' agencies in order to establish intelligent associations with the private sector and to stimulate investments in the port sector.

The CIP Action Plan 2004-2007 additionally identifies the 14 following priority sectors of strategic interests:

1. Reforms and modernization of port systems.
2. Control and participation of the State
3. Integral Port Security
4. Port management Excellency
5. Port strategic plan
6. Environmental port protection
7. Port facilitation and the logistic chain
8. Ports and the tourist industry
9. Port technology
10. River and lake ports development
11. Relation city port
12. Costs and port tariffs
13. Human potential development
14. International cooperation

As the Action Plan period is ending, the following document is being presented regarding the level of fulfillment of the Action Plan.

II. Fulfillment of the CIP Action Plan 2004 - 2007

The projects and activities celebrated by the member States and the Secretariat, under the CIP guidelines, and oriented to fulfill the objectives and the 14 priority sectors during the 4-year period, are detailed below.

Intensify the inter-American port dialogue. In order to achieve this objective, the following activities were celebrated:

Three (3) meetings of the Inter-American Committee on Ports (CIP):

- Fourth CIP Meeting (Maracaibo, Venezuela, September 2005),
- First Special CIP Meeting (Algeciras, Spain, May 2006),
- Fifth CIP Meeting (Salvador, Brazil, September 2007),

Five (5) meetings of the CIP Executive Board:

- Sixth Meeting of the CIP Executive Board (Managua, Nicaragua, December 2004),
- Seventh Meeting of the CIP Executive Board (Houston, United States, December 2005),
- Eighth Meeting of the CIP Executive Board (Guayaquil, Ecuador, June 2006),
- First Special Meeting of the CIP Executive Board (Puerto La Cruz, Venezuela, October 2006),
- Ninth Meeting of the CIP Executive Board (Lima, Peru, December 2007)¹.

Three (3) Hemispheric Conferences:

- First Hemispheric Conference on Port Protection (Miami, United States, February 2004),
- Second Hemispheric Conference on Port Protection (Puerto La Cruz, Venezuela, October 2006),
- First Hemispheric Conference on Environment Port Protection (Panama, Panama, April 2007).

16 Technical Advisory Groups meetings:

- Sixth Meeting of the Technical Advisory Group on Port Operations (Managua, Nicaragua, December 2004),
- Seventh Meeting of the Technical Advisory Group meeting on Port Security (Managua, Nicaragua, December 2004),
- Sixth Meeting of the Technical Advisory Group on Navigation Safety and Environment Protection (Managua, Nicaragua, December 2004),
- Seventh Meeting of the Technical Advisory Group on Port Operations (Maracaibo, Venezuela, September 2005),
- Eighth Meeting of the Technical Advisory Group on Port Security (Miami, United States, June 2005),
- Ninth Meeting of the Technical Advisory Group on Port Security (Maracaibo, Venezuela, September 2005),
- Seventh Meeting of the Technical Advisory Group on Navigation Safety and Environmental Protection (Maracaibo, Venezuela, September 2005),
- Eighth Meeting of the Technical Advisory Group on Port Operations (Guayaquil, Ecuador, June 2006),
- Tenth Meeting of the Technical Advisory Group on Port Security (Guayaquil, Ecuador, June 2006),
- First Meeting of the Technical Advisory Group on Navigation Safety (Guayaquil, Ecuador, June 2006),
- First Meeting of the Technical Advisory Group on Environmental Port Protection (Guayaquil, Ecuador, June 2006),
- Ninth Meeting of the Technical Advisory Group on Port Operations (Salvador, Brazil, September 2007),
- Eleventh Meeting of the Technical Advisory Group on Port Security (Salvador, Brazil, September 2007),
- Second Meeting of the Technical Advisory Group on Navigation Safety (Salvador, Brazil, September 2007),

¹ To be celebrated from December 2 to 5, 2007.

- Second Meeting of the Technical Advisory Group on Environmental Port Protection (Salvador, Brazil, September 2007),
- Special Meeting of the TAG (Panama, Panama, April 2007).

In summarize, during the four analyzed years, 27 CIP meetings will have been celebrated². Every of them counted on the valuable participation of governments' representatives and executives and specialists from the private sectors. These opportunities served to intensify and strengthen links between the participants and perform programs, projects and activities of cooperation to the benefice of the OAS member States' port sector.

Promote the improvement of the modernization of the American port systems; Generate and implement new politics of coordination; and Strengthen the actions of cooperation between international organizations and member States. In order to achieve these objectives, the following activities were celebrated, according to priority sectors:

1. Reforms and port systems modernization: Promote port reforms in the countries of the region, identify the best reform and modernization experiences as well as evaluate the effects of commercial agreements on port systems.

- (i) The CIP organized the Regional Seminar on Port Reforms, Managua, Nicaragua, August 2004, with the collaboration of UNCTAD and the National Port Company of Nicaragua.. 54 participants from Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, y Panama, and 14 scholarships were given.
- (ii) The CIP organized the Seminar on Port Reforms and Modernization, Guayaquil, Ecuador, June 2005, with the collaboration of the Littoral and Merchant Marine General Direction of Ecuador. 76 participants from Argentine, Chile, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, y Panama.
- (iii) The CIP organized the Seminar on Port Terminals Concessions, Santo Domingo, Dominican Republic, July 2005, with the collaboration of the Dominican Port Authority (APORDOM), the Iberian-American Port Forum and Puertos del Estado of Spain, 84 participants from Argentine, El Salvador, Guatemala, Honduras, Mexico, Nicaragua y Dominican Republic.
- (iv) The CIP organized the Seminar on Port Reforms in Latin America, Houston, United States, December 2005; with the collaboration of the Economic Committee for Latin America and the Caribbean (ECLAC) and the United Status Section of the International Navigation Association (PIANC), 79 participants.
- (v) The CIP promoted and participated in the Central-American Committee on Maritime Transport (COCATRAM) Meeting on Reforms and Port Development, Managua, Nicaragua, March 2006. 66 participants.
- (vi) The CIP promoted and participated in the Port National Congress, Caracas, Venezuela, June 2006. 92 participants.
- (vii) The CIP promoted and participated in the Second Central-American Port Congress on reforms and port development celebrated in Guatemala, July 2006. 113 participants.
- (viii) The CIP promoted and participated in the First Argentinean Maritime Port Forum, Ushuaia Port, August 2006. 121 participants.

² No se incluyen las 34 meetings de los subcomités del Comité Ejecutivo realizadas entre esos años ya que 30 de ellas se dieron en el marco de las meetings del Comité Ejecutivo, salvo cuatro de las meetings del Subcomité de Política y Coordinación (tres en Washington, DC - 2004, 2005 y 2006- y la del 2007 en Panama).

- (ix) The CIP promoted and participated in the Seminar on Port System and National Development, Lima, Peru, October 2006, organized by the National Port Authority. 97 participants.
 - (x) The CIP organized the Seminar on Port Reforms in Latin American, March 2007, San Salvador, El Salvador with the collaboration of the Maritime Port Authority of El Salvador. 62 participants.
 - (xi) The CIP promoted and participated in the Seminar on Maritime Port Development, Lima, Peru, April 2007, organized by the Shipping Agents Association of Peru and the Latin-American Shipping Agents. 117 participants.
 - (xii) The CIP promoted and participated in the Seminar on Investments for Port Development, Lima, Peru, June 2007, organized by the Chamber of Commerce of Peru. 109 participants.
2. Control and participation of the State: Divulgate the new role of the State in the development of port systems and assist the countries in the formulation of organisms charged to fulfill those roles.
- (i) The CIP promoted and divulgated the use of a model to evaluate South American ports, institutional (including the participation of the State), technical and economical analysis of the Polytechnic University of Valencia, Spain, May 2004-December 2005.
 - (ii) The CIP promoted and participated in the meeting for the Occidental Hemispheric Initiative on Transport, São Paulo, Brazil, August 2005.
 - (iii) The CIP offered assistance to the Dominicana Port Authority (APORDOM) on matter of state participation and private sector in the port sector and required norm, February 2006.
3. Integral Port Security: Strengthen the fulfillment of the international regulations in matter of protection and port security, offering technical assistance to the most needed ports in order to implement their security and standardize their services in those matters.
- (i) Four Technical Advisory Group Meetings on Port Security were celebrated, presided by United States: Managua (December 2004), Maracaibo (September 2005), Guayaquil (June 2006) and Salvador (September 2007); and the president's office offered assistance to the member Status on the theme, during the 2004-2007 period.
 - (ii) The First Hemispheric Conference on Port was organized. Miami, United States, February 2004. 376 participants, with the leadership of the Technical Advisory Group on Port Security.
 - (iii) The Seminar on Security, Efficiency and Port Investment was organized. Lima, Peru, March 2004, with the promotion of the Inter-American Development Bank (IADB). 115 participants.
 - (iv) The document Strategic framework for the Inter-American Cooperation on Port Protection matter was produced and divulgated in order to be adopted in the hemisphere. March 2004. It has then been transferred to the Department of Multidimensional Security of the OAS to be complemented by directories of other sectors. October 2005.
 - (v) The CIP participated in the Port Protection Meeting organized by private and public entities of the United States. Jacksonville, Florida, United States. November 2004.
 - (vi) The CICTE of the OAS organized regional seminars on port security, in Argentina, El Salvador, Jamaica and Dominican Republic in 2004; and in Ecuador, Brazil and Trinidad and Tobago, in 2005. 385 participants.

- (vii) The Second Hemispheric Meeting on Port Protection was organized in Puerto la Cruz, Venezuela, in October 2006. 217 participants.
4. Excellency in port management: Divulgate and evaluate models of management in vigor in the hemispheric ports, with the objective to continually improve those institutions.
- (i) The course on Port Management was organized, in Santo Domingo, Dominican Republic, January / February 2006. 87 participants, 6 scholarships from Costa Rica and Venezuela with the collaboration of APORDOM and the Customs General Direction of Dominican Republic.
 - (ii) The CIP collaborated with Puertos del Estado of Spain to organize the Ninth Iberian-American Course on Port Management, in Madrid, October 2004. 20 scholarships were given to participants of Argentina, Bolivia, Chile, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Panama, Peru, Dominican Republic, Uruguay, and Venezuela.
 - (iii) The CIP collaborated with Puertos del Estado of Spain to organize the “Eleventh Iberian-American Course on Port Management”, in Madrid, October 2006. 20 scholarships were given to participants of Argentina, Bolivia, Chile, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Dominican Republic and Venezuela.
 - (iv) The CIP collaborated with Puertos del Estado of Spain to organize the “Twelfth Iberian-American Course on Port Management”, in Madrid, October 2007. 20 scholarships were given to participants of Argentina, Bolivia, Chile, Costa Rica, Guatemala, Honduras, Mexico, Panama, Peru, Dominican Republic and Uruguay.
 - (v) Annual scholarships were given for the “Master in Port Management and Inter-modal Transport” for the year 2004-2005, 2005-2006, 2006-2007 and 2007-2008. A total of 8 scholarships will have been given to students from Argentina, Colombia, Ecuador, Mexico, Peru, Panama, and Dominican Republic. Course organized by the Comillas University of Madrid and supported by the Port Foundation of Valencia, Spain.
 - (vi) 10 scholarships were given for the “Certificate of the Latin Manager of the Port Program (PPM Latino)” organized by the American Association of Port Authorities (AAPA) and the World Bank. June-November 2006.
5. Strategic port planning: Divulgate modern methodologies of strategic planning, particularly those that have been successfully implemented.
- (i) The CIP supported and participated in the Seminar on Strategic Port Planning, Manzanillo, Mexico, April 2005; organized by API Manzanillo and the General Coordination of Ports of Mexico, the Iberian-American Port Forum and Puertos del Estado of Spain. 313 participants of the region.
 - (ii) The CIP divulgated the results of the containers port movement’s analysis in various ports of Venezuela. September 2005.
 - (iii) The CIP supported and participated in the International Seminar on Port Planning and Development: European vision, City of Guatemala, Guatemala, March 2006; organized by the National Port Committee of Guatemala and the Iberian-American Port Forum. 87 participants.
 - (iv) The CIP supported and participated in the Seminar on the Panama Canal and its economic impact on the Countries of the Region, Santiago, Chile, organized by the ECLAC and the Subcommittee of Port Planning and Management presided by Chile, November 2006. 62 participants.

- (v) The CIP supported and participated in the Seminar on Port Planning propeller of development March 2007, Montevideo, Uruguay; organized by the National Ports Administration (ANP) and Puertos del Estado of Spain. 91 participants.
- (vi) The Seminar on the Participation of Women in Hemispheric Port Matters, September 2005, Maracaibo, Venezuela, with the collaboration of the National Institute of Aquatic and Insular Spaces of Venezuela. 157 participants.
- (vii) The Executive Subcommittee on the Participation of Women in Hemispheric Port Matters was established, which assist the member States on the theme, presided by Venezuela and vice presided by Dominican Republic, December 2005.
- (viii) The CIP supported and participated in the National Seminar on the Participation of Women in Hemispheric Port Matters, Puerto La Cruz, Venezuela, October 2006. 109 participants.
- (ix) The CIP organized the Seminar on Hemispheric Strategies to Stimulate the Participation of Women in the Port Sector, Santo Domingo, Dominican Republic, June 2007, with the collaboration of APORDOM and the Subcommittee on the theme, 65 participants from Antigua and Barbuda, Argentina, Bahamas, Belize, Colombia, Costa Rica, Dominica, Ecuador, El Salvador, Spain, Greece, Grenada, Guatemala, Mexico, Nicaragua, Peru, Dominican Republic, St Kitts and Nevis, Suriname, Uruguay, United States, and Venezuela.

6. Environmental Port Protection: Divulgate and promote regulations and practices that secure sustainable development in port activities, with the objective to adopt an environmental conduct code for ports.

- (i) Four Technical Advisory Group Meetings on Environmental Port Protection were held, two meetings were held under the anterior format and linked to the Committee on Navigation Safety (presided by Argentina and Venezuela as vice president), and the two latest meetings were held as independent committee (established since 2006), under the presidency of Venezuela and vice presidency of Panama. The meetings held in Managua (December 2004), Maracaibo (September 2005), Guayaquil (June 2006) and Salvador, Bahía (September 2007). The authorities supported assistance on the theme to the member States during the period 2004-2007.
- (ii) The First Hemispheric Conference on Environmental Port Protection was organized, April 2007, City of Panama, Panama, with the collaboration of the Panama Maritime Authority and the support of private initiative from Panama. 196 participants.
- (iii) The module on environmental protection was dictated within the Iberian-American Course of Technologies, Operations and Environmental Management in Ports held in Santander, Spain, in 2004, 2005, 2006 and 2007. Each course counted on 22 assistants and 16 scholarships were given to participants of the region. Total of 64 scholars from the member States of Argentina, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Uruguay, and Venezuela

7. Port facilitation and the logistic chain: Stimulate the use of simplified procedures in ports for port facilitation.

- (i) The CIP continued to assist the Technical Advisory Group on Port Operations (CTCOP), presided by Mexico, which celebrated four meetings during the period (Managua, Maracaibo, Guayaquil and Salvador, Bahía).

- (ii) The CIP assist the APORDOM from Dominican Republic in the preparation, management and execution of the OAS project on Commerce, customs and ports, 2005-2006 and 2007-2008.
 - (iii) The guideline of norms destined to protect and facilitate international trade was divulgated, which was adopted by the World Customs Organization (WCO). 2005-2007.
 - (iv) The CIP participated in conferences and meetings of the World Bank group of experts on Facilitation of Trade, Washington, DC. 2004-2007.
 - (v) The CIP supported and participated in the Latin-American Meeting of AAPA on port logistic, Rio de Janeiro, Brazil, July 2005.
 - (vi) The CIP supported and participated in the Latin-American Meeting of AAPA on port competitiveness, Guayaquil, Ecuador, July 2006.
 - (vii) The CIP supported and participated in the Railport Seminar: Port and railways, held in Cartagena, Colombia, July 2006. 35 participants.
 - (viii) The CIP supported and participated in the Seminar on Port Challenges to the Transport Chain, Factors of Competitiveness, July 2007, Veracruz, Mexico, organized by the General Ports Coordinator and the Merchant Marine of Mexico, Integral Port Administration of Veracruz, Puertos del Estado of Spain. 143 participants.
 - (ix) The Seminar on Logistic Supportive Zones will be celebrated, with the collaboration of APN of Peru and Puertos del Estado, Spain, in Lima, Peru, December 2007.
8. Ports and the tourist industry: Strengthen the exchange of information and experiences on cruise ports development and promote the integration of port services supplies, with high quality level and attractive to shipping lines.
- (i) The impact study of Unites States federal inspections on cruise port installations was diffused. December 2004.
 - (ii) Information on port development for tourist cruises in Caribbean countries was diffused through the meetings of the Subcommittee on the same theme. Cases of Dominica, Barbado and Dominican Republic. 2004 and 2005.
 - (iii) The “Course on Ports Management for Cruisers” was organized, Bridgetown, Barbados, September 2006, with the collaboration of Barbados Port Inc., with 13 scholars from Antigua and Barbuda, Bahamas, Belize, Dominica, Grenada, Honduras, Dominican Republic, Saint Lucia, St Kitts and Nevis, San Vicente y The Grenadines, and Trinidad and Tobago.
9. Port technology: Identify technologic advances that have incident on the operative sectors of ports and generate exchange of information and experience regarding the purchase of technology and equipments.
- (i) Four Technical Advisory Group Meetings on Navigation Safety were held, two meetings were held under the anterior format and linked to the Committee on Environmental Protection and the two last meetings were held as independent committee (established since 2006), under the presidency of Argentina. The meetings were held in Managua (December 2004), Maracaibo (September 2005), Guayaquil (June 2006) and Salvador, Bahía (September 2007). The authorities supported assistance on technology to this theme to the member States during the period 2004-2007.
 - (ii) The module on port technology was dictated within the Iberian-American Course of Technologies, Operations and Environmental Management in Ports held in Santander, Spain, in 2004, 2005, 2006 and 2007. Each course counted on 22 assistants and 16

scholarships were given to participants of the region. Total of 64 scholars from the member States.

- (iii) The CIP supported and participated in the Second Iberian-American Meeting on Port Technology, Salvador, Bahía, Brazil, organized by the Iberian-American Port Forum of Spain, September 2004.
 - (iv) The CIP supported the 2007 Annual Meeting of PIANC USA, with focus on port technology, March 2007, en San Diego, California, United States.
10. River and lake ports development: Support river and lake port development and identify and development jointly projects.
- (i) Information on physical characteristics of river and lake port installations was diffused. Case of Nicaragua. December 2004.
 - (ii) Information on center of commerce and river navigation development was diffused. Case of Venezuela, project Orinoco-Apure. December 2004.
11. Relation city-port: Divulgate experiences of evaluation of projected port space planning and its relation with urban planning.
- (i) The CIP supported and participated in the Seminar on Relation City-Port, organized by the International Association of Ports and Coasts Professionals (AIPPYC). Buenos Aires, Argentina, March 2005. 109 participants.
 - (ii) The CIP supported and participated in the Congress on the International Association of Cities and Ports (AIVP), Sydney, Australia, November 2006. 258 participants.
 - (iii) The CIP sponsored and divulged the Chart of Sydney, on Sustainable Development of Port Cities, document of the International Association of Cities and Ports (AIVP). December 2006- June 2007.
 - (iv) The CIP sponsored various meetings of RETE on cities and ports celebrated in RETE's headquarter, 2006-2007.
 - (v) The CIP supported and participated in the Second Latin-American Congress of Cities Ports of AIPPYC, Punta del Este, Montevideo, May 2007. 78 participants.
12. Costs and port tariffs. Divulgate and promote systems of costs and port tariffs that reflect on real form the supply of services. Identify uniform criteria of assignation of costs in the ports of the hemisphere.
- (i) The CIP divulged information on the implementation of an ABC system of costs. Acajutla, El Salvador. 2005.
 - (ii) The CIP divulgate information on system of port tariffs revision and the tariff norms by regulatory tariff organs (OSITRAN). Lima, Peru, 2004-2005.
 - (iii) The Central-American Seminar on Port Tariff was held. Managua, Nicaragua, August 2004, with the collaboration of UNCTAD and the National Port Company. 36 participants from Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Nicaragua.
 - (iv) The International Forum on Latin-American Experience on Costs and Tariffs Regulation in Port was organized. Lima, Lima, Peru, September 2004, with the collaboration of the Supervisor Organism of Investment in Transport Infrastructure for Public Use (OSITRAN) of Peru, the World Bank and the University of Las Palmas, Spain. 73 participants from Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Spain, United States, Mexico, Peru and Venezuela. 5 scholarships.

- (v) The Seminar on Port Reforms and Tariffs was organized, Santo Domingo, Dominican Republic, September 2005, with the collaboration of the Dominica Port Authority (APORDOM) and UNCTAD. 89 participants from Bahamas, Barbados, Belize, Dominica, Grenada, Jamaica, Dominican Republic, Saint Kitts and Nevis, Saint Lucia, Saint Vicente y the Grenadines, Surinam and Trinidad and Tobago; 15 scholarships.
 - (vi) The International Seminar on Costs and Port Tariffs was organized, March 2007, in San Salvador, El Salvador; with the collaboration of the Maritime Port Authority (AMP) of El Salvador. 36 participants from Costa Rica, El Salvador, Guatemala, Nicaragua, Panama. 7 scholars.
 - (vii) The Seminar on Statistics, Costs and Port Tariffs for countries of the Caribbeans were organized, August 2007, in Kingstown, St Vincent and the Grenadines, with the collaboration of the port authority of this country. 32 participants from Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Guyana, Grenada, Jamaica, Saint Lucia, Surinam, St Kitts and Nevis, St Vincent and the Grenadines and Trinidad and Tobago. 15 scholars.
13. Development of human potential: Stimulate, promote and develop training program for port personnel in order to affront port modernization.
- (i) During the period, 56 training activities and formation of human resources from port sector were organized, in which 4,267 persons participated from all the OAS member States and 223 scholarships were given. In total there were 14 activities with 1,067 participants and 56 scholarships per year.
15. International Cooperation: Urge the subscription and ratification of the Agreement of Cooperation and Mutual Assistance between the Inter-American Port Authorities; stimulate the cooperation between international agencies linked to the maritime port theme and promote the participation of the private sector in the CIP activities and forums.
- (i) The CIP kept on promoting the Agreement of Cooperation between the Inter-American Port Authorities, until now signed by 19 member States (Antigua and Barbuda, Argentina, Bolivia, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Nicaragua, Paraguay, Panama, Peru, Surinam, Dominican Republic, Trinidad and Tobago, and Uruguay) and ratify by 4 of them (Argentina, Ecuador, Mexico and Peru).
 - (ii) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and Puertos del Estado of the Government of Spain was signed in Madrid, June 2003.
 - (iii) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and the American Association of Port Authorities (AAPA) was signed in Long Beach, California, United States, in September 2004
 - (iv) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and the International Association on Ports and Harbors (IAPH) was signed in Los Angeles, California, United States, in October 2005.
 - (v) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and the Association of International Navigation (PIANC), Section of the United States, was signed in Houston, United States, in December 2005.
 - (vi) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and the Association for the Collaboration between Ports and Cities (RETE) was signed in Algeciras, May 2006.

- (vii) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and the National Port Authority of Peru was signed in Callao, Lima, Peru, February 2007.
- (viii) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and the International Association of Ports and Costs Professionals was signed in Punta del Este, Uruguay, March 2007
- (ix) The memorandum of understanding on cooperation between the Secretariat General of the OAS, for the CIP and the Iberian-American Institute on Maritime Right (IIDM) was signed in Santo Domingo, Dominican Republic, June 2007.
- (x) Latin Trade Management was contracted to publish and distribute worldwide the “CIP Magazine” as an informative and promotional medium on the ports of the hemisphere, their politics and development process and on the CIP. The Magazine was published from December 2004 to 2007.
- (xi) The CIP supported and collaborated with Latin Trade Management in elaborating, writing articles, improving the distribution list, identifying collaborators, among other, for the CIP Magazine 2004-2007.
- (xii) The divulgation and the promotion of the ports of the hemisphere have been done through the CIP website (www.oas.org/cip), periodic newsletters, news, and other written media (publication of reports, studies, documents, brochure, etc.) 2004-2007.
- (xiii) The CIP participated in AAPA meetings, from 2004 to 2007.
- (xiv) The CIP participated in the Iberian-American Port Forum cooperative meetings, celebrated in Madrid and Sines. March and June 2004.
- (xv) The CIP supported the Iberian-American Institute on Maritime Right (IDDM) Congress, celebrated in November 2006 in Dominican Republic.
- (xvi) The CIP supported the Third Regional Maritime Port Congress, city of Guatemala, August 2007.
- (xvii) The CIP supported the Third International SeaCargo Americas Congress, Miami, September 2007 and integrated its organizer Committee.

III. Conclusions and recommendations

1. On general terms, the Action Plan 2004-2007 was favorably fulfilled which means that member States support the CIP and the Secretariat’s management.
2. With basis on the quantitative information analyzed in this document, it is concluded that the four main objectives of the CIP Action Plan 2004-2007 have been reached.
3. The Inter-American Port dialogue reached is stressed, which dialogue have been reached through the celebration of a total of 27 meetings (3 CIP meetings, 3 hemispheric Conferences, 5 Executive Board meetings and 16 Technical Advisory Groups meetings). All those meetings have strengthened cooperation between governmental authorities and the private sector in order to improve, modernize and develop ports of the hemisphere.
4. The inter-American cooperation according to the priority interest sectors was reached, but under different form. The fulfillment of important objective of the following five priority sectors is stressed: (i) Port reforms and modernization, (ii) Integral port security, (iii) Excellency in port management, (iv) Costs and port tariffs, (v) Development of human potential and (vi) International cooperation. This

means that 50% of the priority sectors of the Plan have been reached on a very satisfactory base according to their outlined objectives. This has to do with a good measure of the intern politic of development and the engagements worldly assumed in order to fulfill norms and standards of global implementation. However this doesn't mean that the Action Plan objectives were plenty reached in those sectors. Each sector still has to develop some important activities and will continue to strengthen in the next year.

5. An ensemble of priority sectors have reached their objectives according to a satisfactory level and those are: (i) Control and participation of the State, (ii) Strategic port planning, (iii) Environmental port protection, (iv) Port facilitation and the logistic chain, (v) Ports and tourist industry, (vi) Port technology and (vii) Relation city-port. This means that 43% of the Plan's priority sectors have satisfactory fulfilled their objectives. The member States will need to reinforce efforts and resources in all those sectors in order to generate larger number of activities in the next years.
6. Finally the priority sector on river and lake port development hasn't performed enough activities in order to reach its objectives, which represents a non-fulfillment of 7% of the Plan sectors. The member States will need to evaluate the possibility of including this sector of interests in their next action plan, in reason of the lack of political and technical support in this sector.