

67313



ECA/RCID/30/98

July 1998

ECONOMIC COMMISSION FOR AFRICA

**First Meeting of the Ad-hoc Committee for
The Creation of a Pan-African
Port Management Association**

**Addis Ababa (Ethiopia)
13-14 July, 1998**

ISSUES FOR CONSIDERATION REGARDING THE CREATION OF A PAN-AFRICAN PORT MANAGEMENT ASSOCIATION

**A paper prepared by
Regional Cooperation and Integration Division (RCID)
ECA Secretariat**

**ISSUES FOR CONSIDERATION FOR THE ESTABLISHMENT OF
A PAN-AFRICAN PORT MANAGEMENT ASSOCIATION**

I. BACKGROUND

The three Port Management Associations in Africa namely: The Port Management Association of Eastern and Southern Africa (PMAESA), based in Mombasa, Kenya; the Port Management Association of West and Central Africa (PMAWCA), based in Lagos, Nigeria; and the Port Management Association of Northern Africa (PMANA), based in Casablanca, Morocco; were established in the early 1970s. Their main objective is to seek the improvement, coordination and standardization, at sub-regional levels, of African port services, including management and operations with a view to increasing their efficiency. They also provide a forum for the members of the Associations to exchange views on common problems. After many years of operation, a number of ECA-sponsored institutions were experiencing serious problems of different kinds. This prompted ECA in 1997 to look into the causes of the poor performance in these institutions in order to find lasting solutions. In the field of ports the study covered PMAESA and PMACWA, but PMANA was not visited as it had changed location from Tunis in Tunisia to Casablanca in Morocco. However, discussions on PMANA with officials of the Tunisia Ports Authority indicated that the Association was an indispensable necessity for ports in the sub-region for the coordination and exchange of experiences and information etc. like the remaining two Associations. The main recommendation of the ECA study on the Associations concluded that they should continue to operate on a sub-regional basis.

The issue of the establishment of Regional Port Management Association came up in all countries and institutions visited during the 1997 study. The ECA study, therefore recommended that the interregional Associations should consider the establishment of a Pan-African Port Management Association which would ensure coordination among them and represent Africa at the international level. ECA therefore supports the creation of the Pan-African Association as long as it would not incur additional heavy costs to the existing Ports Associations.

Participants of the First African Ports Seminar which was held in Mombasa, Kenya in January 1998 also considered the issue and resolved that under the leadership of ECA the three subregional Ports Association should form a Committee to meet by April 1998 to discuss modalities for the establishment of a regional Ports Association. The seminar recommended that findings and recommendations of the Committee should be finalized in the last quarter of 1998. It was also agreed that the launching of the Association should take place in 1999 during the Europe/Africa Ports Meeting scheduled to February/March 1999.

This brief paper raises issues which should be given special attention by the first meeting of the Committee meeting for the establishment of the Pan-African Ports Management Association.

II. ISSUES FOR CONSIDERATION REGARDING THE ESTABLISHMENT OF A PAN-AFRICAN PORTS MANAGEMENT ASSOCIATION

(a) Preparation of the Constitution of the Association

The Secretariat of the PMAWCA had carried out preparatory work on the draft constitution of the regional Association. The draft was distributed to the participants of the first African Ports Seminar but could not be discussed in details as the seminar participants were mainly concerned with accepting the principle of the establishment of the Association.

The Committee should review under agenda item 2, the draft constitution and decide upon modalities for its finalization.

(b) Functions of the Association

The Association will have the advantage of presenting a common African position at international meetings and ensure the co-ordination of port activities at a continental level. In this regard, it is proposed that the Association should deal with general policy and practical matters which are of interest to all the sub-regional associations. As such, it should provide a forum for discussions over these issues:

- Liaison with other continental Port Associations for the purpose of exchanging experience and dissemination of best practices relevant to the African region.
- Liaison with the International Association of Ports on Harbours (IAPH) on matters concerning Africa, and organization of high-level policy meetings and seminars i.e. Africa/Europe ports meeting, African Ports Seminar, etc. The Association should act as a representative of Africa in global meetings and workshops such as those normally organized by IAPH, International Association of Ports and Cities, and UN specialized agencies.
- Negotiations with Governments or NGOs ^{since 1974} on matters concerning ports development in Africa.
- It should serve as a focal point for the harmonization of activities of the three Port State Control regimes in Africa in close collaboration with ECA/OAU.
- Drawing up programmes that should be given ^{preference} ~~agreed~~ ^{alternatively} all subregional Associations

All functions of the Association should be spelled and in its constitution.

(c) Location of the headquarters

ECA studies in 1997 recommended that the daily activities of the Association should be jointly conducted under a structure based on a two year rotation of its chairman. This may require that the rotation of its Chairman should be linked to the rotation of the office of its Secretary-General. This would imply that the location of the headquarters would rotate over a period to be specified in the Associations' constitution. In this regard, the Secretaries-General of the sub-regional Associations would rotate their functions as Secretaries-General of the Pan-African Ports Management Association.

(d) Staffing of the Association

If the principle of rotation of the Association's headquarters is acceptable, then the staff of the various sub-regional associations will also rotate as staff of Pan-African Association. The advantage of such an arrangement is the cross

fertilization of experience. This can work effectively only if the level of staffing in the existing three Associations can adequately absorb the regional work-load. The 1997 survey indicated that the level of staffing in PMAESA and PMAWCA differed considerably, therefore, where the level of staffing would be inadequate to run the Association, the possibility of recruitment of short-term experts would be considered as an alternative. If the level of staffing of the sub-regional Association are still at their 1997 levels, then PMAWCA stands a better chance to initiate the establishment of the Pan African Association since it had more staff than the other two.

(e) Financing of the Association

A self-financing light structure should be considered for the Pan-African Association within the structure of the existing sub-regional Associations. This will require the existing Associations to improve their self-financing capacities and move towards total independence in financing the management and operations of the new Pan African Association.

(f) Relationships between the Association and ECA

ECA will maintain the existing relationships with all the sub-regional Ports Associations. An agreement concerning co-operation between ECA, the Pan-African Port Management Association would be prepared by ECA for approval by interested parties and the new Association itself. Such an agreement would spell out the objectives of the agreement, including areas and mechanizing of cooperation. ECA has similar agreements with other Pan-African transport institutions in the region i.e. the one signed between ECA and the Union of African Railways (UAR). However, could be given an observer status or membership in the Associations level.

(g) Legal Status of the Association

The Association should be accorded legal status in accordance with the laws of the country of the sub-regional Association hosting the Pan-African Association. All sub-regional Associations should, therefore, be accorded the same level of legal capacity as international organizations by host governments.

(h) The Board of Director's Composition, Functions and Duties

The regional Association should have a board of directors whose term of office corresponds with that of the rotating chairmanship.

The Association should have about nine members of the Board. Three from each sub-regional Association, for a period to be spelled out in the constitution. The term of office for the members of the Board should be limited to about ~~two~~⁴ years.

III. CONCLUSION AND RECOMMENDATIONS

The need for a Pan-African Port Management Association is no longer an issue for debate but is a reality which the African ports have to face in order to open up "closed boundaries" which the three sub-regional Associations have decided not to carry forward to the third millennium. The draft constitution prepared by the PMAWCA should therefore be reviewed and its finalization should take into consideration the area of agreements arising from discussion above.

The constitution should be finalized within a specified period for presentation at the various Councils and Executive Committees of the sub-regional Port Management Association before it is presented to the meeting of African/Europe Ports scheduled for early 1999. All associations should finalize the discussions on the constitution by 30 November 1998. In order to provide a forum for the committee review of progress made in the facilitation of the Association constitution, considerations should be given to convening another meeting of the Committee before 31 December 1998.

ECA plans to continue spearheading the activities of the Committee should resources permit it to do so.