TACIS 117107

Improvement of Maritime Links between TRACECA and TENs Corridors

Bulgaria   Georgia   Romania   Turkey   Ukraine

Study Tour Netherlands - Belgium

March 10 – March 13 2009

Study Tour 9 March 2009 – 13 March 2009

Monday 9 March 09: arrival at Schiphol airport and transfer to Rotterdam   Hotel New York

    20:00   Dinner at the hotel   Hotel New York

Tuesday 10 March 09

07:00-09:00	Breakfast	
09:15-09:45	Coffee/Tea (Hotel New York)	
09:45-10:00	Welcome and presentation by Port of Rotterdam	Dhr. R. Clasquin
10:00-11:30	Presentation PCS Rotterdam by InfoLink	Dhr. M. van der Velde
11:30-12:00	Transport to lunch location (Euromast)	
12:00-13:30	Lunch (Euromast)	
13:15-13:45	Transport back to Hotel New York	
13:45-14:45	Maasvlakte 2 presentation	Dhr. P. Swanenvleugel
14:45-15:15	Coffee/tea	
15:15-16:15	Presentation HITT, supplier van VTMS systems	*HITT representative*
16:15-17:00	Drink	
17:00-17:30	Departure to dinner location	
18:00-20:30	Dinner in Dordrecht	Villa Augustus, Dordrecht
20:30-±22:00	Transfer to Antwerp by bus	Hotel Holiday Inn

Wednesday 11 March 09: Antwerp

08:45		Check-out and move to Haven Huis	
09:00-12:00			Haven Huis
	09:00 – 09:30	Coffee	
	09:30 – 09:35	Introduction	PV - EB
	09:35 – 09:50	Welcome & Antwerp port presentation	PoA. Mrs S. De Buysscher
	09:50 – 10:20	PCS-approach in the Antwerp c(port) ommunity	Porthus; E. Duchesne
	10:20 – 10:40	ICT within the Antwerp port	Amaris; P. van Zundert
	10:40 – 11:00	Coffee/Tea	
	11:00 – 11:15	Off the shelve applications: HarbourView	Phaeros; S. de Smet
	11:15 – 11:30	Off the shelve applications: FlexLock & ….	Tinc; P. Verlinden
	11:30 – 11:50	SafeSeaNet *(under reserve)*	DGTren
	11:50 – 12:00	Questions-comments	
12:00 – 12:30		Boarding for Harbour trip (incl. lunch a/b)	
12:30 – 15:00		Via Right bank dock complexes to ZV/BE locks complex Visit: APA-coordination centre (VTS-A), VTS, Lock mgmt.	
15:00 – 15:30		Boarding	
15:30 – 17:00		Via lock -> River Scheldt -> Deurganckdock	
17:00		Disembarcation near to City Centre (Het Steen)	
18:00 – 21:00		Dinner	Restaurant De Ark
21:00-±23:00		Transport to Amsterdam	Hotel Eden

Thursday 12 March 09: Amsterdam (Port of Amsterdam 13th floor)

09:00-09:30	By Bus to Port of Amsterdam Building	
09:30-09:45	Introduction Port of Amsterdam	Dhr. M. Boelen
09:45-10:15	Port strategy and cooperation with other ports and the airport	Dhr. M. Boelen
10:15-10:30		
	Questions	Dhr. M. Boelen
10:30-12:00	Tour trough the port with a visit to the CERES container terminal and the covered breakbulk loading and unloading terminal	
		Dhr. M. Boelen
13:00-14:00	Lunch	
Afternoon	Afternoon program	
18:45	Meet in Hotel lobby and move to boat	Hotel Eden
19:00-21:00	Diner on boat through canals of Amsterdam	
	Hotel	Hotel Eden

Friday 13 March 09: departure from Schiphol Airport

To Schiphol (by Train/Bus)

List of participants:

Team	Mr. E. Lock	Project manager, Royal Haskoning
	Mr. P. Verwaerde	PCS expert, Royal Haskoning
	Mr. J. Gauderis	PPP expert, Royal Haskoning
	Mr. K. Westerkamp	Transport economist, NEA
	Mr. E. v.d. Reijden	Port and maritime transport expert, Royal Haskoning
	Ms. K. Chakarova	Country coordinator Bulgaria, ITC
	Ms. K. Bassova	Country coordinator Ukraine, Logistic Platform
	Mr. O. Kuyumcuoglu	Country coordinator Turkey, NEA-Turkey
	Mr. J. v. Voorthuizen	Director Royal Haskoning
Baku	Mr. N. Mamedov	TRACECA Permanent Secretariat, Maritime expert
Bulgaria	Ms. V. Gospodinova	Deputy Minister of Transport, TRACECA National Secretary of Bulgaria
	Mr. D. Savov	Ministry of Transport of Bulgaria, Director of National Transport Policy Directorate
	Mr. N. Apostolov	Executive Director of Maritime Administration Executive Agency
	Mr. P. Seferov	Director General of Bulgarian Port Infrastructure Company
	Mr. A. Zaburtov	Deputy Director General of Bulgaria Port Infrastructure Company
	Mr. Z. Kuzmanov	Director of VTMIS-RIS Directorate, Bulgarian Port Infrastructure Company, Varna Regional Branch
	Mr. A. Stankov	Director of Operational Exploitation, Port of Varna Plc
	Mr. S. Dimov	FR&Marketing,QA Department, Port of Burgas Plc
Georgia	Mr. P. Tsagareishvili	Deputy Head of Transport Department of United Transport Administration of Georgia
	Mr. D. Baramidze	Head of Maritime Transport Department
	Mr. M. Akhalaia	Chief programmer of IT Department of Poti Sea Port Corporation
	Mr. Z. Chkhartishvili	Head of Marketing Department of Poti Sea Port Corporation
	Mr. A. Khelashvili	Head of Contract and Law Affairs Department
	Mr. Z. Shurgaya	Head of Batumi Port
Romania	Mr. I. Iordache	TRACECA National Secretary of Romania
	Mr. O. Viorel	Deputy Director Maritime Directorate, MTI
	Mr. G. Catalin	MTI
	Mr. G. Alin	CNANDR, General Director of Juridical Department
	Ms. L. Niculae	Expert Marketing Unit, APMC Constantza

Turkey	Mr. B. Tozar	TRACECA National Secretary of Turkey
	Ms. S. Ozyanik	Expert of TRACECA National Secretariat of Turkey
	Mr. F. Caglar	Undersecretariat for Maritime Affairs, Engineer
	Mr. E. Dincer	Undersecretariat for Maritime Affairs, TRACECA coordinator for maritime affairs
	Mr. M. Yilmaz	Turkish Railways TCDD, Deputy Head of the Department
	Mr. H. Erdogan	Turkish Railways TCDD, Chief of the Section in Port Department
	Mr. R. Kaplan	Turkish Railways TCDD, Expert in Foreign Relations Department
	Mr. Y. Arslandag	Deputy General Director Port of Samsun
Ukraine	Mrs. Kuzmenko	Ministry of Transport of the Ukraine, Deputy Head of Department for Development & Coordination of Transport Systems
	Mr. Sakhautdinov	Chief Dispatcher of Odessa Sea Trade Port, Head of Exploitation Service
	Mr. Gramatyk	Deputy Head of Transit Freight Terminal of Odessa Sea Trade Port
	Mrs. Bartoshyk	Assistant of the Head on General Issues of Illiychevsk Sea Trade Port
	Mr. Lutsenko	Deputy Head of Department for Development & Investments, Illiychevsk Port

Monday 9 March 2009 – Tuesday 10 March 2009

Rotterdam

Hotel New York

Address

Koninginnehoofd 1, 3072 AD Rotterdam
010-4390500
www.hotelnewyork.nl

General information of the hotel

Rotterdam has played its part since the beginning of the often 'sad' migrant history. Many Europeans left for America from this harbour town, in an effort to escape religious persecution and/or poverty: as early as 1620, a group of English people left for America from the Delfshaven – formally a part of Delft, now one of the oldest parts of Rotterdam – after having fled to the Netherlands in 1609 as a result of their religious convictions. This crossing by the Pilgrim Fathers marked the beginning of emigration from this city on the Maas. It would be nice to think that the wind vane on one of the towers of the hotel, the ship, represents the schooner Speedwell, on which they departed.

In actual fact, it is the ship 'De Halve Maen' with which Henry Hudson left Amsterdam in 1609 to seek passage to the East Indies via the North-East on behalf of the Oost-Indische Compagnie. But instead, Hudson discovered Manhattan and sailed up the river which was later named after him. In 1614, New Amsterdam was founded, later to become know as New York. 'De Halve Maen' is also seen on the familiar Holland-Amerika Lijn emblem, with in the background the silhouette of the Nieuw Amsterdam II.

In 1869, Antoine Plate F.JNZ from Rotterdam wrote an article in which he argued the necessity of introducing a direct steam service to America. Together with Jhr. Otto Reuchlin, he founded Plate Reuchlin & Co. and built the first ship 'Rotterdam' in 1872.

In 1873, the N.V. Nederlandsch Amerikaanse Stoomvaart Maatschappij NASM was established (see also the monument in front of the hotel), which became officially known as the Holland-Amerika Lijn 1in 1896. With the founding of the NASM and the construction of the Nieuwe Waterweg in 1885, Rotterdam was able to assume a prominent role in migrant transport.

The NASM ships maintained regular shipping link from that time, albeit with ups and downs, the primary destination being: NEW YORK! In the years 1880-1925, reaching a peak between 1901-1914 (although a peak in migrant history usually signifies a low point in world history), East European migrants, usually Jews, would board ship in Rotterdam in huge numbers. Again, their motivation for moving to America was often an unhappy one. They took not only their shabby bundles, packages and other possessions, but also their common shared dreams. This kept them going during the long and often arduous journey as 'steerage' (between decks passenger) to the 'Promised Land'; America! America!, freedom of opportunity, freedom of thought, freedom to worship God in their own way.

In the last quarter of the nineteenth century, 1,300 journeys were made: 90,000 saloon passengers and 40,000 third class passengers made the crossing.

The 1960s marked the beginning of a permanent decline in passenger transport, as competition offered by

civil aviation became too strong. By the end of the decade, most ships had been sold to countries abroad, or were converted tot cruise vessels.

On 8 November 1971, the Nieuw Amsterdam II left for Rotterdam to make its final crossing, marking the definitive end to a piece of Rotterdam shipping history covering over 100 years. In 1977, the head office of the HAL moved to Seattle, on the west coast of America.

The Holland-Amerika Lijn had become the Holland-America Line. In 1984, the New York office was closed, and on may 1st that same year, the head office on the Wilhelminakade was put up for sale

General information about Rotterdam

Holland's second-biggest city after Amsterdam, Rotterdam offers nothing short of a truly unique appearance, since the majority of its central buildings are modern, following war damage in the 1940s. Tourists will soon discover that recent building projects have transformed the Dutch city of Rotterdam and given it nothing short of a new lease of life, with stylish architecture and erections such as the breathtaking Euromast and its elevated panoramic restaurant.

The energy and nightlife now present in Rotterdam has had an extremely positive effect on tourism and the local community seems to thrive on the diversity and culture now apparent all over the city. The western side of Rotterdam boasts the busiest harbour in the whole of Europe and the city's shipping industry dates from the late 16th century.

Tourists will be overwhelmed by the sights and sounds on offer here, ranging from a simple stroll along the banks of the Maas River (Nieuwe Maas) or the Oude Haven area, to enjoying an evening out at one of the endless cheap bars, which are influenced by the resident student population and regularly feature live music.

Tourism advice is available at the Rotterdam Tourist Information Office, on the Coolsingel, just a five-minute walk from the train station (Centraal Station).

Rotterdam Tourist Information: Top Rotterdam Sights
Whether you are shopping along the pedestrianised arcade of Lijnbaan, taking a cruise around Rotterdam's harbour, or soaking up the sun on the city's Boompjeskade Beach, you can be sure to find something to enjoy during your stay. Families staying in Rotterdam will enjoy a trip to Blijdorp Zoo and its exceptional Oceanarium, while other tourists will enjoy strolling around the Arboretum Trompenburg, or the historical seaport of Delfshaven. The windmill of Delfshaven is particularly iconic and much photographed. More information about Rotterdam Tourist Attractions and Landmarks.

Culture in Rotterdam is in abundance within the area known as Museumpark (Museum Park), where many of the best museums in the city are clustered. The Kunsthal art gallery is amongst the best offerings here and situated at the southern end of the Museum Park, regularly hosting many quality art exhibitions. Celebrating the rich maritime traditions in the Netherlands, the Maritime Museum is filled with interesting models and information. On a similar theme, Rotterdam's Openlucht Binnenvaart Museum contains a large collection of historic waterway boats, and is conveniently close to the Mariniers Museum, on the Wijnhaven. More information about Rotterdam Museums and Art Galleries.

Famed for its canals, cafe culture, museums and Red Light District, Amsterdam makes for an extremely popular day trip from Rotterdam and is only just over an hour away, being connected by buses and trains. Even closer is the Dutch city of The Hague, the characterful town of Dordrecht, and Kinderdijk, where a large group of working windmills are located along its winding canals. Also close to Rotterdam is the Biesbosch National Park, where various recreational activities in a rather tranquil setting offer something quite different.

Tuesday 10 March 2009 – Wednesday 11 March 2009

Antwerp

Holiday Inn Antwerp City-North

Address
Italiëlei 2a, B-2000 Antwerpen
0032 3 221 49 40

General information about the hotel

The Express by Holiday Inn Antwerp City-North hotel is located in the city centre and close to the antwerp port, more specific in the most trendy part, named "Het Eilandje (little Island)". Het Eilandje is one of Antwerp's trendiest neighborhoods. It is home to numerous nightclubs, upscale restaurants and attractions like the Kinepoliscomplex, the River Schelde, the Antwerp Zoo, the 't Steen, the Fashion Museum and the shopping street of De Meir. It is also home to the sleek, modern Express by Holiday Inn Antwerp City North. Being within easy walking distance of many famous sights is not the only benefit of the hotel's unique location; it also allows for spectacular views over the city's picturesque yacht harbor.

History of Antwerp

How old is Antwerp? Excavations have shown that people were already living in the bend of the River Scheldt as long ago as the Gallo-Roman period (2nd and 3rd centuries A.D.). The site must have been inhabited again around 650 during the Christianisation of the region. In 836 the Vikings destroyed this residential nucleus. Later people migrated towards the 'aanwerp', the alluvial mound at the height of the later Steen castle from which the city probably derives its name. Today's Antwerp developed from that original nucleus.

Around 970 Antwerp became a border town of the German empire. Fortifications were necessary and a wooden fort was built, which was later replaced by a stone stronghold (het Steen) with a surrounding wall. Antwerp became a margraviate (a border province) of the Holy Roman Empire of the German Nation. The border was the River Scheldt and the County of Flanders lay across the river.

On the south side of the city St. Norbert founded St. Michael's Abbey in the 12th Century. The canons of the little church on this side of the city moved to the northern nucleus where they founded a new parish around a Church of Our Lady - the forerunner of the Cathedral of Our Lady. The city, which was now part of the Duchy of Brabant, continued to expand in concentric circles with successive bulwarks, which can still be identified in the city's street pattern today.

A first economic boom followed in the first half of the fourteenth century. Antwerp became the most important trading and financial centre in Western Europe; its reputation was based largely on its seaport and its wool market. In 1356 the city was annexed to the County of Flanders and lost many of its

privileges, among others to Bruges' advantage.

Some fifty years later the political and economic tide turned again and the run-up to the Golden Age began, during which Antwerp developed into a world class metropolis at every level: almost like a sixteenth- century Manhattan. It was this centre of trade and culture, which Florentine resident Lodovico Guicciardini described as 'the loveliest city in the world'. Well-known names from that age are the painters Quinten Metsys and Bruegel, the printer Plantijn, the humanists and scientists Lipsius, Mercator, Dodoens and Ortelius.

In the second half of that century the city gradually became the focus of the politico-religious struggle between the Protestant North and Catholic Spain and as such it suffered a series of all-time lows including the iconoclasm (1566), the Spanish Fury (1576) and finally the Fall of Antwerp (1585). After the fall the city again came under the rule of the Spanish King Philip II and the Northern Netherlands closed off the Scheldt. From an economic point of view this was a disaster. To make matters worse, it was not only the Protestants who fled the city but also the commercial and intellectual elite. Of the city's 100 000 inhabitants in 1570, by 1590 no more than about 40,000 remained. Yet the city continued to flourish culturally until the mid-seventeenth century with painters like Rubens, Van Dyck, Jordaens and Teniers, the sculptor families Quellin and Verbrugghen, printers like Moretus, the renowned Antwerp harpsichord builders, etc.

There's little cause for joy in the history of Antwerp between 1650 and the nineteenth century. The Scheldt remained closed to traffic and the metropolis became a provincial town. Under Austrian rule (1715 - 1792) Joseph II tried to free the river by military force, but the plan backfired. In 1795, the French occupants succeeded in opening the river again, but this time the ships encountered an English blockade. This was hardly surprising since Napoleon thought of the Port of Antwerp as 'a pistol aimed at the heart of

England'. Whilst it is true that Antwerp owes the beginnings of today's port to that French period (1792 - 1815), at the same time the city's cultural heritage fell prey to art plundering and destruction on a scale rarely seen before. There were even plans to pull down the Cathedral.

After the fall of Napoleon at Waterloo (1815), a short-lived reunification with the Northern Netherlands and an equally short period of prosperity followed, which ended with the Belgian Revolution (1830) and once again the closure of the River Scheldt. It was reopened, this time definitively, in 1863. Then Antwerp's third great hey-day could begin.

Apart from interruptions during the two world wars, Antwerp experienced steady economic growth in the 20th Century. This gave rise to a new cultural high point and international prestige in 1993, the year Antwerp was nominated Cultural Capital of Europe: European recognition for a wealth of historical and contemporary aspects in which you too can share. Antwerp has something for everybody's taste.
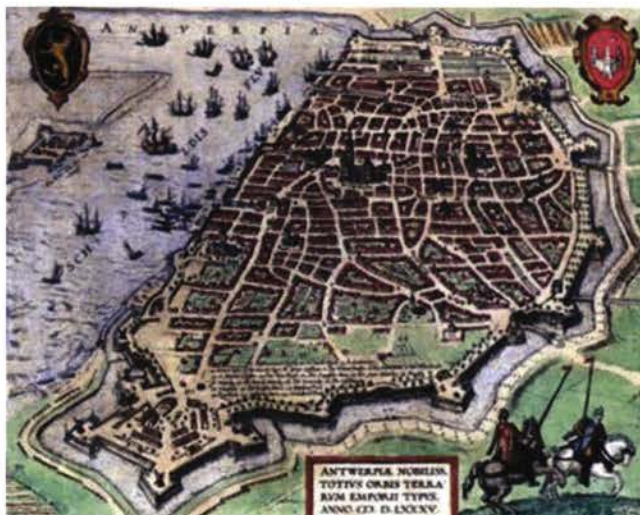
Wednesday 11 March 2009 – Friday 13 March 2009

Amsterdam

Hotel Eden Rembrandt Square

Address:
Amstelstraat 17, 1017 DA Amsterdam
020-5307878
www.edencityhotels.com

General information of the hotel

Can you imagine, a four star deluxe hotel with Amsterdam on your doorstep! After a relaxing night sleep in one of our comfortable rooms you immediately can enjoy a nice French breakfast. With this perfect start of the day you can begin exploring the city of Amsterdam. At your doorstep views of canal houses, museums, monumental buildings, restaurants, bars and terraces of the fascinating Rembrandtplein will broaden your horizon, all of this within walking distance. In front of the hotel you can hop on a tram or pick up a taxi. Around the corner you can go shopping on the flee market of the Waterlooplein, Kalverstraat and Flower market. A canal cruise is a relaxed way to experience first hand daily life in Amsterdam. Don't forget to pay a visit at Puccini's, they sell homemade super chocolates!

General Information about Amsterdam

Although the seat of the government is at Den Haag (The Hague), Amsterdam is the nominal capital. Amsterdam is the Netherlands largest city, with a population of almost 750000, and the most visited, receiving over 3.5 million foreign visitors a year. Amsterdam stands on precariously low-lying ground at the confluence of the Amstel and Ij rivers near the Ijsselmeer and, like much of the Netherlands, would flood frequently but for land reclamation and sea defences. This position places Amsterdam at the heart of the Randstad, a term used to describe the crescent shaped conurbation covering much of the provinces of Noord Holland, Zuid Holland and Utrecht, and encompassing the cities of Utrecht, Rotterdam, The Hague, Leiden and Haarlem.

Amsterdam, the greatest planned city of northern Europe, is today one in which beauty and serenity co-exist happily with a slightly seamy underside. Both parts of this split personality continue to draw visitors to Amsterdam. Most of the racier aspects of Amsterdam spring directly from the city's long and hnourable tradition of religious, philosophical and political tolerance. Developing at a time when many countries were riven by conflict, a precedent for freedom of speech was established early in Amsterdam. The notion of individual freedom of conscience was fought for, long and hard, during the struggles against Spanish domination in the 16th century. This belief stands firm today, with the caveat that no-one should be harmed by the actions of others - a factor which sparked off the riots involving squatters in the 1970s.

Amsterdam was founded as a small fishing village in an improbable position on marsh at the mouth of the Amstel river. The waters around the village were controlled by a system of dykes and polders, and the

young township expanded prodigiously to become the chief trading city of northern Europe, and ultimately, in the 17th century, the centre of a massive empire stretching across the world.

The construction of the canals and gabled houses in the 16th and 17th centuries - the hallmark Amsterdam - coincided with a period of fine domestic architecture. The glorious result is a city centre of unusually consistent visual beauty. By the 18th century, Amsterdam was a major financial centre, but internal unrest and restrictions imposed under Napoleonic rule led to a decline in her fortunes.

Amsterdam quietly slipped into a period of obscurity, and industrialization came late. In the 20th century, however, Amsterdam entered the European mainstream again. Its international airport, expanded in 1993, provides access for the world, and tourists pour in to see the stunning art museums and sample the delights of a modern, vibrant city.

Amsterdam quick facts:
Population: 751,000
Time zone: CET (UTC +1 hour)
Telephone area code: +20
Country: The Netherlands (also known as Holland)

Amsterdam tourist attractions:
Museums are the main tourist attraction in Amsterdam. Everyone knows the Rijksmuseum, Van Gogh Museum and Stedelijk Museum, but there is much more. Amsterdam has over fifty museums which attract millions of visitors each year.
From the grace and elegance of the waterside mansions along the Grachtengordel (Canal Ring of Amsterdam) to the rows of converted warehouses on Brouwersgracht and the charming houses on Reguliersgracht, Amsterdam's canals and waterways embody the very spirit of Amsterdam. They are spanned by many beautiful bridges, including the famous Magere Brug, a traditionally styled lift bridge. You can also relax at one of the many canalside cafes or bars and watch an array of boats float by.

It is impossible to explore Amsterdam's canals and waterways without gaining a sense of Amsterdam's rich history. Many are crossed by charming bridges and lined with magnificent buildings, such as the ancient Oude Kerk, which overlooks Amsterdam's oldest canal, the Oudezijds Voorburgwal. First-time visitors to Amsterdam are advised to take a cruise to familiarize themselves with the complex network of

waterways. Once you have got yur bearings, it is fun to explore them independently.

Amsterdam has nearly 1300 bridges crisscrossing its canals and waterways. At night, the bridges in the city centre of Amsterdam are lit up by strings of lights, making an evening canal-boat tour a magical experience. One of the prettiest views is found along Reguliersgracht, where seven bridges corss the water in quick succesion. The most famous bridge is the Magere Brug, a narrow wooden drawbridge over the Amstel. Downstream stands Amsterdam's most ornate bridge, the Blauwburg. The widest bridge is the Torensluis, which spans the Singel.

Spurred by a rapidly growing population, an ambitious plan was drawn up by the city planner of Amsterdam. Hendrick STaets, at the beginning of the 17th century to quadruple the size of Amsterdam. In 1614, work began on cutting three new residential canals, collectively known as the Grachtengordel of Amsterdam, from Brouwersgracht in the west, to encircle the existing city. The land along these canals was settley by wealthy citizens and named after the city's ruling factions. The grandest was the Herengracht, named after the commercial patrician class. The Keizersgracht honoured the holy roman emperor and the Prinsengracht referred to Amsterdam's links with the House of Orange. Beyond the Grachtengordel workers' houses were put up along the darinage ditches in the Jordaan, and the expanded city was protected by a fortified canal, the Singelgracht.

This Project is funded
by the European Union

Improvement of Maritime Links between
TRACECA and TENs Corridors
Bulgaria, Georgia, Romania, Turkey and Ukraine

TRACECA

Project synopsis

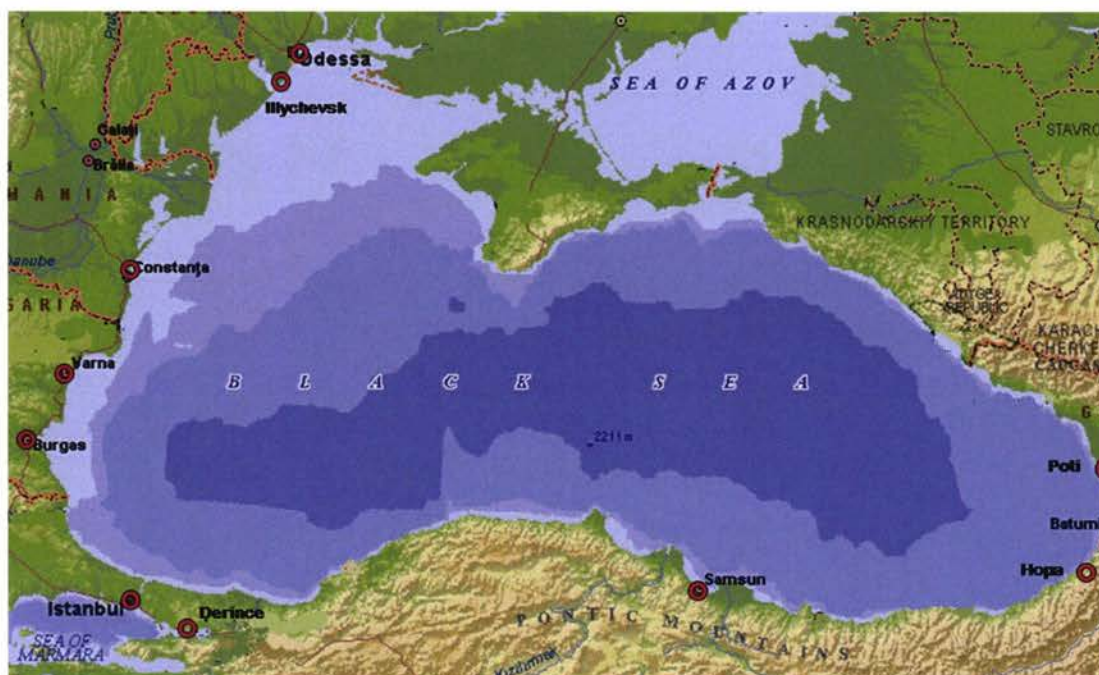|	
Project Title:	Improvement of Maritime Links between TRACECA and TENs Corridors
Project Number:	TACIS 117107
Countries:	Bulgaria, Georgia, Romania, Turkey & Ukraine

Overall Project Objective:
"To facilitate trade along the corridor Europe - Black Sea Region – Caucasus - Central Asia by increasing its competitiveness and attractiveness as stated in the Basic Multilateral Agreement for International Transport for Development of the Europe-Caucasus-Asia corridor"

Specific Project Objective:
The project's purpose is to create the basis for the improvement of maritime links in the Black Sea region. This relates to reliable, safe, secure, competitive and efficient shipping and port services and to enable viable links with the Trans European Networks mainly with regard to rail ferry, Ro-Ro ferry and container services.

The project focuses on the Black Sea countries of the Ukraine, Romania, Bulgaria, Turkey and Georgia.

The ports covered by the project are pointed out in the following figure.

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all dimensions

Five Planned Outputs:

- Result 1: Market Research and Action Plan Maritime Transport Black Sea region
- Result 2: Feasibility Study Ro-ro Terminal Samsun and Pre-Feasibility Study Port of Filyos
- Result 3: Safety and Security Management Systems
- Result 4: Port Community Systems
- Result 5: Port Public Private Partnership and Bankable Projects

Project activities:

Phase 0: Inception
Phase 1A: Preparation of the Market Study
Phase 1B: Preparation of the Action Plan
Development of Port PPP Framework
Phase 2: Preparation of the Feasibility Study for Samsun Ro-ro Terminal and Pre-Feasibility Study Port of Filyos
Implementation of maritime safety and security improvements
Development of a Port Community Pilot Scheme
Assessment of the PPP potential of port investment needs/projects in the region and selection of Bankable Projects.

Project starting date: 16 April 2007
Project duration: 24 months

Project implemented by: Royal Haskoning (The Netherlands) and consortium partners:
NEA Transport Research and Training (The Netherlands)
Egis-BCEOM (France)

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International

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Outline of Black Sea SASEMAS

Herewith follows the introduction for a **SA**fety and **SE**curity **MA**nagement **S**ystem (SASEMAS) for the maritime sector to be implemented in the 5 Black Sea countries: Bulgaria, Georgia, Romania, Turkey and the Ukraine, in order to create continuous improvement of maritime safety & security.

Origin of the system
- Compliance with the international rules on safety and security requires a **will** from the National Administration of flag and ports.
- The level of conformity can be different from one country to another, and this will reduce the velocity of the shipping interfaces.
- The best way to facilitate the shipping business is firstly to be fully compliant with the rules and then to ensure this conformity via a common management system.

Definitions
- The **group**: is the group of participating countries.
- Group representatives are the 5 governments representatives.
- **Designated Person(s)** one or more person (DP) in charge of the SASEMAS in each country (proposed by each participating country and accepted by the steering committee).
- The job of DP has to be described (see further on).

Creation of the SASEMAS
- The SASEMAS **will ensure** that all companies, ships, port facilities and ports are in conformity with applicable international and national rules.
- The system will engage companies and port operators in their shipping activities in the Black Sea.
- The system will be operated by a group made of representatives from the 5 Administrations.
- The system does not need any certification.

Mixing Safety and Security
- Safety and security have the same objectives which are protection of human lives, environment and properties.
- Safety and security can be linked together in the same management system.
- Then, safety and security will be managed at the same time, when possible, to reduce loss of time and money.
- Verification of compliance will be made in a cross check manner to realise the most possible fairly assessment.
- Personnel in charge will be trained to do so.
- Results will be communicated to all parties involved only and so during review meetings.

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Contents of the System

1- Objectives and performance indicators
2- Safety and Security Policy
3- Structure to manage the SASEMAS
4- Designated person(s) in each country
5- SASEMAS standard for management of human resources
6- Referentials for shipping and port operations
7-SASEMAS requirements for state and companies organisation for emergency situations
8- SASEMAS internal accident enquiry system
9- SASEMAS referentials documents format (Safety management manuals or ship/port security assessment and plans)
10- SASEMAS internal verifications (inspections and audits)
11- SASEMAS periodical management reviews
12- SASEMAS continuous improvement

1-Objectives

The SASEMAS objectives are:

- Protect workers and seafarers' lives by ensuring safety and security of shipping and port operations: Zero accident will be the ultimate target.
- Facilitate operations in reducing port state or flag state controls by ensuring a visible, true, verifiable and well-known compliance with international, regional and national rules.
- Helping countries to create and maintain the safest possible working environment
- Increase the safety culture of our industry in the region.

Performance indicators

1- Number of accidents is decreasing regularly in %
2- Risk assessment is systematically included in all activities
3- Accident and near misses are analysed in a formal manner
4- Feedback is systematically analysed in order to issue preventive measures
5- Internal audits and management reviews are performed as required and planned
6-Incident, non-conformity or personnel suggestions are analysed and taken into account when suitable
7-In companies, port facilities and ports, emergency drills and exercises are realistic; reports are evaluating effectiveness of means and proposing improvement
8- Company, facility or port crisis cell exist and are regularly tested
9-Continuous assessment of safety level is carried out via part or global reviews
10-Integration of safety and security activities is under process

Assessment Marks

- Assessments are performed during internal audits: The marks are between 1 and 5.
- « 0 » does not exist because all the items are mandatory.
- The mark is the decision of the auditor group.

- Note: The auditors are to be independent of the sector audited.
- The sum of marks will define the level of the safety culture of the area audited.

2-Safety and Security Policy
- Issued by the SASEMAS, a common S& S policy is published.
- It is signed by all the steering committee members (5 government representatives in charge of flag administration, Port state control, Port administration).
- This policy will include the nomination of the Designated Persons (DP) in charge of running the SASEMAS in each country.
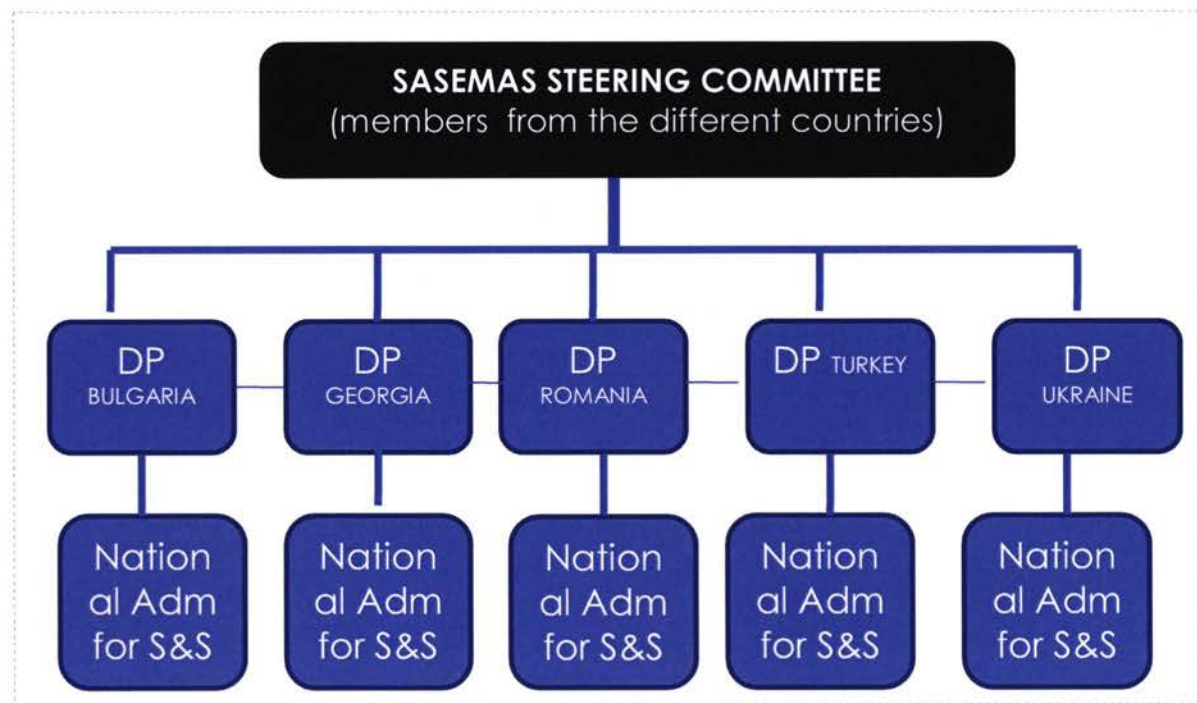
Policy
- ***Black Sea Region S&S Policy*** is designed for the management of all shipping and ports activities through a strategic Safety and Security management plan founded on commitment and accountability from all personnel involved.
- The group of undersigning governments have the responsibility for the implementation of our standards via a steering committee.
- The group has agreed and established **safety, security management standards and appropriate training levels** to deal with S&S issues and performance measurements based upon the requirements of the safety of life as specified in International Conventions, regional regulations, flag or coastal States Administrations taking into account the recommendations of IMO, ILO, other Administrations, Classification societies including other competent organizations.
- The principle is to view the safety aspects of any work activity to be of equal importance to commercial performance targets.
- They have designated a representative in the SASEMAS steering committee.

Our objectives have been defined and the state of achievement will be continuously verified.
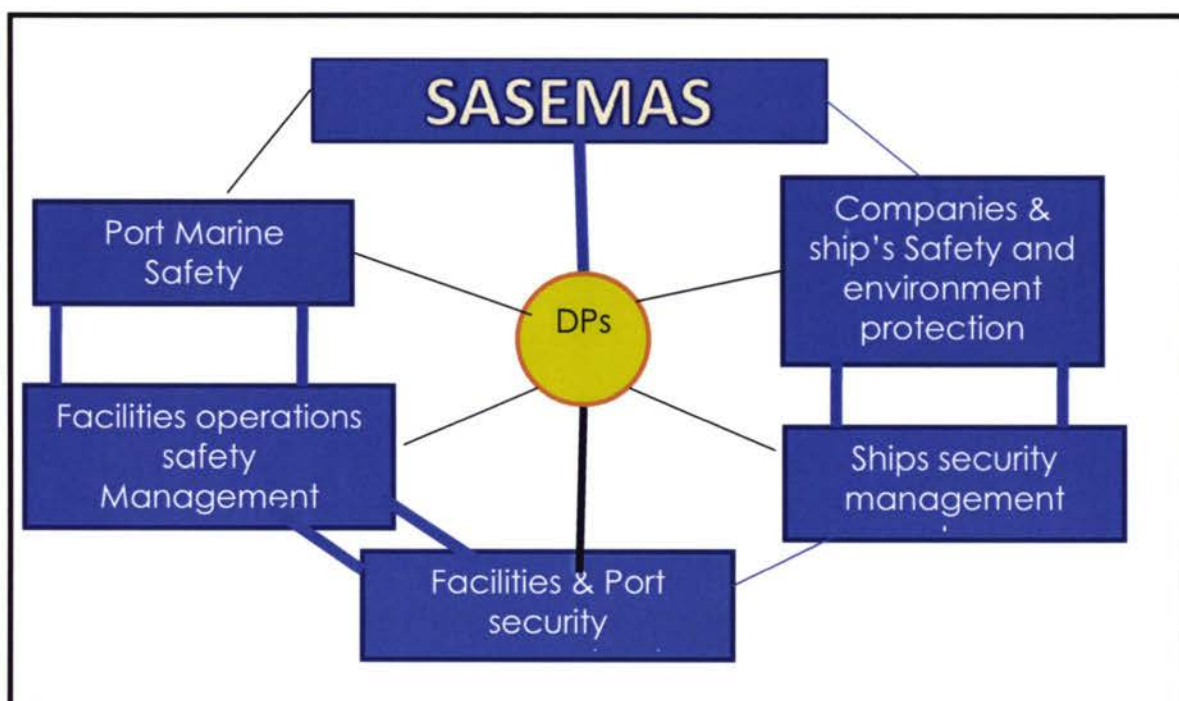
To achieve that:
- The group has to designate one (or more) persons in each participating country to **ensure mutually the operation** of the SASEMAS;
- They have the responsibility and organisational freedom to **monitor** the safety and security aspects of shipping and port operation in the 5 countries, and;
- These persons have, at all times, the right **to contact the steering committee** for any issue on health, safety, security or environment.
- All Administrations, members of the group, have the responsibility to implement the present policy

3-Structure of the SASEMAS


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┌─────────────────────────────────────────────────┐
│            SASEMAS STEERING COMMITTEE             │
│        (members  from the different countries)    │
└─────────────────────────────────────────────────┘

  ┌────────┬────────┬────────┬────────┬────────┐

 DP        DP       DP       DP TURKEY    DP
 BULGARIA  GEORGIA  ROMANIA              UKRAINE

 Nation   Nation   Nation   Nation   Nation
 al Adm   al Adm   al Adm   al Adm   al Adm
 for S&S  for S&S  for S&S  for S&S  for S&S
```

SASEMAS Flow Chart

4-DPs' Job description

- Report to the steering committee
- Ensure implementation o the SASEMAS in his country
- Ensure monitoring of safety and security management systems in companies, on board ships, in port facilities and ports consisting mainly in following the results of ISM and ISPS certification by flag and port administrations
- Ensure internal inspections and audits (see internal audit process)
- Ensure transmission of results and propose corrective actions to the steering committee
- Conduct or participate to internal investigation teams
- Prepare national reviews to the steering committee
- Implement the changes decided by the steering company
- (see specific outline on this key job)

5- Management of human resources
Human resources include knowledge, understanding and proficiency (KUP) of workers:
- Initial training of workers including certificates of competency
- Familiarization on arrival or when it is a new work, new ship or new equipment (change management)
- Periodical assessment and continuous training for personnel
- Requirements of state organisation for verification of medical fitness for workers

## 6-Referentials taken into account for operations
Referentials are coming from:
- International rules and regulations
- International guidelines or specific codes issued by competent organisations
  - European regulations
  - National regulations (which apply only to the corresponding state)
  - Recommendations from the steering committee

Management systems inside SASEMAS
- Customer Companies & ships have mandatory safety & security management systems under ISM Code and ISPS Code
- The port has national or local regulations for marine operations (as Port Marine safety code). It covers these regulationsS via a Management system
- Facilities have safety of port operations requirements from the port state; they can cover that via a management system (compliant with ILO-OSH 2001 code for example)
- Port and Port facilities have security requirements under the ISPS code via European regulation (725) and directive (65)
- Non mandatory Quality and Environment management system could be integrated in the global system of the shipping company or the port and consequently in the SAEMAS if decided

Management Systems flow chart
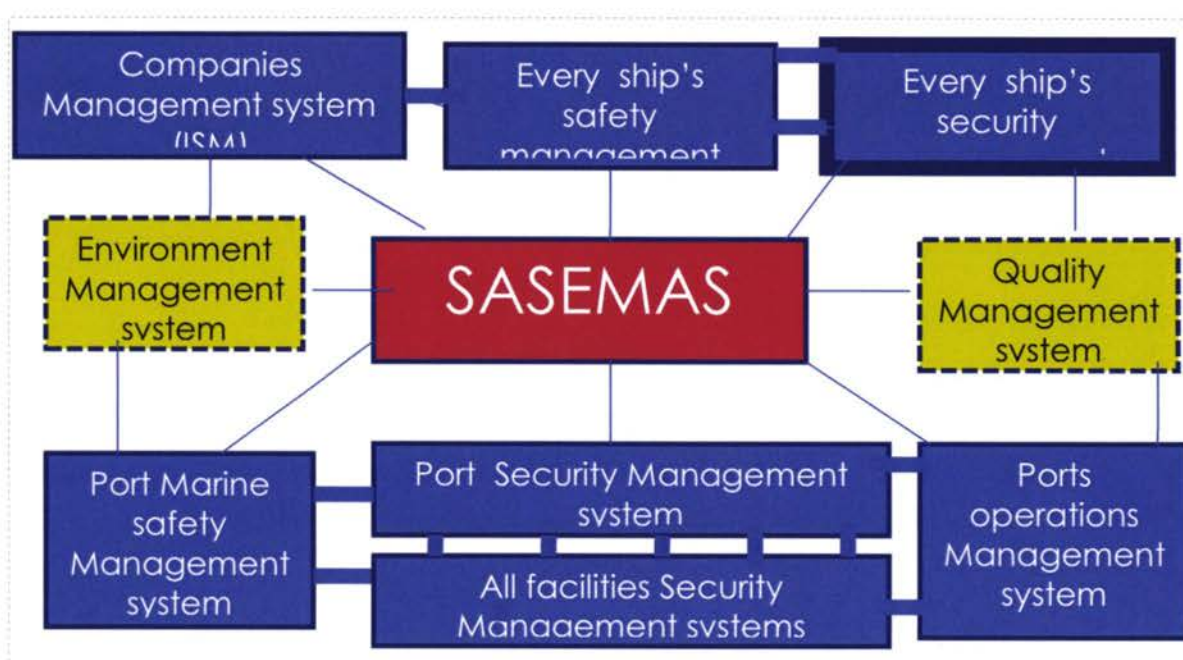
Referentials for shipping and port operations
- The SASEMAS must define the referential as basic or enhanced requirements for all parts of the system:
- NB The national regulations apply and especially when there is a lack of international management system
- For safety of shipping the referential will be the **ISM Code** through the European Parliament Regulation 336/2006
- NB safety of specific operations will be conducted by industry recognized standards as ISGOTT(oil), SIGTTO (gas)
- For safety of Port operations, the referential will be the **ILO guidelines** on safety and health in ports (2005)
- For Security of Ships and port facilities, the referential will be the ISPS code through the European regulation 725/2004
- For security of ports themselves, the referential will be the European Commission directive 65/2005

- In general the European regulations apply (they usually emphasize IMO or ILO rules & regulations)

SASEMAS Propositions for Safety
- SAFETY of shipping: systems in compliance with the ISM Code + taking into account the recommendations of IMO and ILO or other competent organizations (OCIMF, SIGTTO, IADC, etc.)
- Safety of Port Marine activities: Port Marine Safety Code of UK
- Safety of Port operations: Management system close to ILO-OSH 2001 taking into account the Specific European regulation (Pax, IMDG) or international codes from IMO (bulk, gas) or others (ISGOTT)

SASEMAS propositions for Security
- Shipping: European regulation 725/2004 (which is ISPS A + some parts of B)
- Port facilities: regulation 725/2004 (which is ISPS A + some parts of B)
- Ports: European directive 65/2005

Integration of management systems
- SASEMAS will propose to companies, facilities and ports to integrate safety and security as much as possible
- The security activities could be integrated in the facility management system for safety
- Security assessment and plan already exist; we will integrate only the activities generated
- DP will be an advisor for this integration

7-Organisation for emergency situations
- The SASEMAS must include a participation to verify the emergency national organization in place in the ports (in conformity or not with the UNEP/IMO programme APELL):
- SASEMAS will ensure that necessary information, internal communication, training and necessary coordination between the local services are provided to protect people in the event of an accident in a port
- SASEMAS will also ensure that SAR equipment are sufficient at the local level and will verify and promote the cooperation of SAR organizations of all countries involved in case of an accident at sea

8- Accident reports and investigations
- Immediate correctives actions to protect persons and assets are the responsibility of the state (Port or flag)
- Information will be communicated to the SASEMAS'DP.
- If necessary, a safety alert will be communicated to other company or ports via the designated person of the state
- Any accident will be analysed through a *formal internal enquiry* carried out by competent persons. MSC/MEPC.2 circular3 could be followed

- The causes of the incident will be researched including the human element and feasible preventive measures proposed to prevent their recurrence (feedback system).
- The final preventives measures will be decided by the steering committee
- Internal investigations reports will be carried out on a SASEMAS format
- The number of incidents which occur in the industry (by sectors) will be communicated to all personnel
- The results of all enquiries will be communicated to the personnel concerned and to other parties as appropriate

9- Documentation

- To facilitate the control of conformity, it is obvious to require the same format for all mandatory documents (manuals, check-lists, reports, logbooks etc…): SASEMAS will propose these formats to the shipping and port industry
- The renewal of documents could be the best moment to modify existing documents
- All documents (hard or software) will have to be renewed every 5 years

Examples
Safety & Environment
- ISM Compliance manual including recordings
Security
- PSA
- PSP
- PFSA
- PFSP
- SSA
- SSP
- Including recordings

10- Internal verifications

Internal verifications can be Inspections or Audits.

What are inspections?
- We have maintained inspections in the SAEMAS
- Inspections are a formal state of fixtures without any investigations on causes
- They can be quick visit in companies, on board ships, in facilities or ports to notice the visible state of safety or security
- Immediate corrective actions could be issued when needed
- If an internal audit is planned, the inspection can be sudden and not planned
- Inspection reports will be carried out on a SASEMAS format

Internal audits

- The success of such a common management system will be in the results of the internal audits.
- These audits are completely apart of external certification audits
- The secret of a good working management system is in the quality of internal verification instead of external verifications
- Always external audits are concentrated in conformity with a referential while internal audits are set up to evaluate the performance, detect the weaknesses and find solutions to correct and improve the safety culture of partners involved
- Internal audit for companies, port facility operator or port themselves are much more efficient than external audits.
- Always self-assessment and self solutions of improvement have been paramount

What is an internal audit?

- An internal audit is a periodical action to determine whether the Safety and Security Management system and its elements are:
  - In place
  - Adequate, and
  - Effective in protecting safety of workers and preventing accidents
  - An internal audit cover all the SASEMAS or only a part
- The internal audits are carried out by competent persons independant of the audited sector
- Internal audits reports will be carried out on SASEMAS format in order to harmonize the process and help the steering committee to evaluate

Advantage of internal audits

- Will be the secret of the efficiency of our common management system
- The results will not be public and will stay internally in the group of participating countries
- The correctives or preventive actions will be proposed by the steering committee
- The National Administrations will have the responsibility to implement these actions in time

11-Management Reviews

The national DP will prepare the annual management review which will content, at a minimum, the following items:

- Evaluate effectiveness of follow up actions from former management reviews
- Evaluate the completion of all corrective or preventive measures
- Provide the feedback gained for continuous improvement
- Evaluate progression towards objectives and completion of actions
- Evaluate the over strategy of the system to determine whether it meets planned performance objectives
- Evaluate the ability of the system to meet the needs of the stakeholders including workers and authorities
- Evaluate the need for changes to the system

12- Continuous improvement

- The system will operate in a continuous improvement policy:
- Analysis of results will be carried out during the periodical management reviews at the steering committee level
- Amendments or new propositions will be issued in order to improve the safety culture of our shipping and port industry
- Reports will be issued and communicated to the national administrations and published when suitable

Designated Person, the key of success for SASEMAS

A DP should be also an ISM and ISPS advisor for SASEMAS participants

DP assigment

- To ensure the success of the SASEMAS and consequently the improvement of the safety culture in the area
- The role of the DP can't stay only in the usual limits of an inspector (another one!) or even the limits of an internal auditor
- Internal audits include usually a part of training or transmission of knowledge
- For me, an internal audit is not only a control of compliance it is also a training (for compliance) of auditees: company managers, masters, facility or Port Manager, Port captains

KUP of the DPs (Knowledge, Understanding and Proficiency)

- A strong and deep knowledge of the subjects:
- Basics: ISM and ISPS + ILO guidelines
- Implementation skills: training or experience in implementation of both safety and security in companies, ships, facilities and ports
- A knowledge of management system principle
- The will to integrate safety and security as much as possible

The Basics: ISM and SMS & ISPS and SA/SP

ISM Code
- International Safety Management Code
- Code worked out in 1993 by the International Maritime Organization as a recommended standard for management of maritime safety in shipping companies and on board ships
- Then, 10 years ago, introduced into the SOLAS convention for a mandatory application to SOLAS ships (more than 500 GT and practizing an international trade)
- Implementation between 1998 and 2002)

SMS
- Or Safety Management System to follow the requirements of the code
- System including at least the requirements of the ISM Code, can contain more

- Management System, specific to a shipping company and being able to be certified in conformity with the ISM Code by the flag Administration or its representative (RO)
- System implemented on board all ships of a Company

Risk
- Quantitative evaluation of the probability of an accident or damage
- Reaction which should be natural for any human operator when he feels a threat to himself, the ship, the port, the facility or the environment
- Mandatory systematic analysis before any human operation in our industry

Safety and Security
- **Maritime safety:** concerns prevention and management of accidents relating to ships, persons on board (crew and passengers), facilities and ports or marine environment. Accidents are in an involuntary matters
- **Maritime security:** concerns prevention of illegal acts against persons and assets on board ships or in ports. They are of a voluntary matter

For the DP, the approach will be the same in all cases
- Conformity with the referentials which contains the necessary and sufficient requirements for a good safety management and prevention of accidents and marine pollution
- The management system in the shape of SASEMAS model proposition
- Advice on implementation of changes, internal verifications or management reviews

Helping a new company
- Advice on the model of Safety Management system proposed by SASEMAS
- Propose a pre-audit before the interim certification
- Propose complementary measures to ensure compliance with the ISM code

Assessment of an existing SMS
- A SMS assessment proceeds like a conformity or operation audit but includes proposals for conformity or improvements
- On this occasion the DP will ask for a minimum of improvement of the safety management system
- Proposed corrective actions will be discussed and an..
- Action plan will be worked out for the improvement of the SMS under the SASEMAS model

Assessment audit by the SASEMAS DP
- The assessment audit is carried out like an initial audit with the same tools:
- Documents review using a personal checklist which follows the requirements of the ISM Code
- Remarks or proposals are presented on this checklist which will be indeed the major element of the audit report

- Remarks and proposals for an improvement are presented directly to the company management

Practical methods
- All ISM code items are required in the SMS
- The evidence of operation will have to be shown
- When the observations or proposals for an improvement are significant, they are developed in an individual record sheet where persons in charge will be able to deliver their opinion
- We often find most of all the requirements of the ISM Code more or less well expressed but some are not understood
- On the other hand, it is impressive to realize how many significant requirements of the code are only notified but not applied at all: risk identification, critical equipment, experience feedback, etc.
- These missing requirements are often most difficult to apply and they are the principal SMS weak points all over the world

The DP is acting as an internal auditor
- Contrary to the external auditor who cannot advise the Ship-owner or the Master, the DP as the DPA will be able to propose improvements of the company's SMS by using his SASEMAS experience
- He will apply his own experience feedback after each mission in order to improve the application of the ISM Code

February 2009

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**SUMMARY of the BLACK SEA Safety and Security Management System
(BS SASEMAS)**

OBJECTIVES

The objective of this management system is to facilitate and improve the shipping and port industry in and around the BLACK SEA and create a level playing field for all ports.

Facilitation and improvement of shipping trade require:
- Harmonization of safety and security conditions in the internal shipping trade and in port operations. This harmonization should start with setting up this regional industry at the same safety and security level. Due to international regulations this level should be, at a minimum, in conformity with the mandatory requirements when they exist and in conformity with commonly accepted international recommendations or guidelines, and;
- A continuous improvement of these conditions.

A modern way to manage these requirements is to set up a management system which could be, an integrated safety and security management system applicable to all shipping companies and their ships under their flags and in all the ports of the 5 participating countries i.e. Bulgaria, Georgia, Romania, Turkey and the Ukraine.

We propose to call it: The **BLACK SEA SAFETY** and **SECURITY MANAGEMENT SYSTEM** or BS SASEMAS.

This management system will also ensure harmonization of mandatory documents, verification and reviewing tools or methods by issuing guidelines and models. Companies and ports will have time to implement, modify or improve their internal management systems.

The BS SASEMAS will work as an internal management system limited to the participating countries. The results of the system will remain confidential as long as the countries decide to publish the results as a marketing tool for the BLACK SEA area.

This system will be headed in a common manner by a steering committee made of representatives from the governments of the 5 participating countries while the operational aspects will be ensured by **D**esignated **P**ersons (DPs) coming from the 5 countries also. These DPs will work for their own country but a cross verification system will be used to ensure harmonization and to benefit from benchmarking.

OPERATING SECTORS of the BS SASEMAS

- Safety of shipping (port movements included);
- Safety of port commercial operations (loading/unloading of sea going vessels);
- Security of shipping & vessels, and;
- Security of ports and port facilities

INTERNATIONAL TOOLS FOR MANAGING SAFETY AND SECURITY

Safety and security of shipping are well organized thanks to IMO and ILO international conventions.

If security of port facilities operations are covered by international regulations, management of security in ports themselves apply only to EU members (Bulgaria and Romania).

If we want to harmonize the conditions of safety and security for our industry, the same regulations should be required for Non-EU members (Georgia, Turkey and the Ukraine).

PRESENT SITUATION

When shipping and ports are fully compliant with rules regulations and take into account all codes or guidelines from the industry, a common integrated management system has only routine verifications to perform and can concentrate more on improvement.

Unfortunately, the situation is not so ideal: even with all the tools issued for external or internal verifications, 100% conformity with requirements seems not yet ensured in shipping and in ports in the Black Sea rgion.

Conformity verification tools already exist: On one hand the VIMAS (Voluntary IMO Members States Assessment) program launched by IMO concerns only the IMO regulations for **safety**, while the implementation of European **security** regulations is verified by the European Commission inspectors. The results of these inspections have been published recently - the implementation of Directive 65 has apparently taken some delays - on the other hand the safety and security European regulations apply only to EU members!

SAFETY of SHIPPING

International requirements for safety of shipping and port operations exist:
- The ISM code is the main suitable tool we can use for ensuring the conformity with the applicable international rules, because this code requires to have, in companies and on board all SOLAS vessels, a safety management system which ensures the conformity with rules and regulations as a minimum; and…that guidelines, codes or recommendations from IMO, Classification societies or other organizations of our industry are taken into account

- This code can be applied also to non-SOLAS vessels through a European regulation (336/2006)

SAFETY of PORTS OPERATIONS

In fact, there are no international mandatory tools to implement safety in ports. However European regulations covering some sectors and suitable recommendations or guidelines from ILO or professional organizations covering the rest exist (i.e. ILO Code of Practice for Safety and Health in Ports, ISGOTT, SIGTTO guidelines).

We propose these European regulations and these internationally accepted guidelines as SASEMAS referential.

SECURITY OF SHIPS, PORT FACILITIES and PORTS

Security in shipping has the advantage to be driven by a complete set of international rules and guidelines born in 2003:

- The ISPS code defines all mandatory requirements for SOLAS ships and port facilities. Security guidelines for non SOLAS ships have been proposed by a recent IMO (Dec. 2008)
- Port security rules have been also proposed by IMO/ILO guidelines (for the rest of the world) and the European regulation 65 (for EU members).

OPERATIONAL STRUCTURE of the BS SASEMAS

The BS SASEMAS will be driven by a STEERING COMMITTEE. This committee will be made of official representatives from the 5 participating countries. This group will be responsible for the operation of the system. The group will meet regularly, as a management board, in order to review the system and ensure its efficiency. For the country representatives this is a part time job.

To operate the BS SASEMAS, competent persons should be designated in each country. These **D**esignated **P**ersons (minimum two of each country) will work on a full time basis.

These DPs will ensure the verifications of conformity and operation of all systems required by the SASEMAS. In addition, the role of the DPs will be also a consultancy assignment in the view of assisting companies and ports to reach the standards commonly defined and to improve the safety and security culture of this industry.

This job is particularly critical and the persons should be selected from their knowledge, understanding and proficiency both in shipping and port operations. They should be able to advise ship owners and ship captains, Port Captains and port operators in safety and security standards and possible actions to reach and keep the conformity to referential and propose ways in order to get a continuous improvement of the safety and security

culture of all the actors of this shipping and port operation industry in and around the Black Sea.

VERIFICATION TOOLS of the BS SASEMAS

The DPs will ensure the traditional tool of a management system; i.e. inspections, audits, correctives propositions, accident enquiries, feedback and preventive actions and reviews.

They will ensure also the necessary advice on training needs for improvement of the safety and security culture of the sector.

CONCLUSION

Built as a practical common improvement tool, the BS SASEMAS will ensure such an improvement of the safety and security culture of the maritime industry in this region. This continuous improvement will facilitate and increase the efficiency of the shipping trade and port operations for the best benefit of the industry.

This common management system can be implemented in other specifically limited shipping regions.

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