



# European Port Governance

'The ESPO Fact-Finding Report'

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## Summary

1. Conceptual background
2. The 2010 Fact-Finding Report
3. Objectives and functions of port authorities
4. Institutional framework of port authorities
5. Financial capability of port authorities
6. Concluding observations



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# 1. Conceptual background



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## Hypothetical typology of port authorities

	Conservator	Facilitator	Entrepreneur
Landlord	Passive real estate "manager"	Active real estate "broker" Mediator in B2B relations Strategic partnerships beyond port perimeter	Active real estate "developer" Direct commercial B2B negotiations Direct investments beyond port perimeter
Regulator	Passive application and enforcement Rules set by others Financial revenue on "tariff" basis	Active application and enforcement Other + own rules Provide assistance in compliance Tariffs + differential charging options to promote sustainability	Idem facilitator Idem facilitator + commercialising expertise and tools outside port Financial revenue on commercial basis
Operator	Mechanistic concession policy	Dynamic concession policy "Leader in dissatisfaction" Provide public services / specialised services	Dynamic concession policy Shareholder in private service providers Provide commercial and public services
Community manager	Not actively developed	Solve economic bottlenecks Provide public goods Solve conflicting interests Promote positive externalities	Idem facilitator but more direct commercial involvement
	<b>Local</b>	<b>Local + Regional</b>	<b>Local + Regional + Global</b>

# Influential governance factors

- Balance of power with government
- Legal and statutory framework
- Financial capability
- Management culture



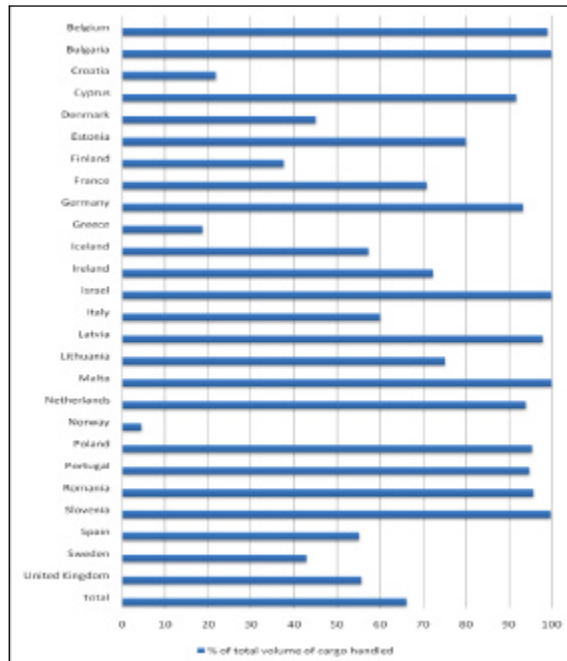
## 2. 2010 Fact-Finding Report



## Response rate 2010 survey

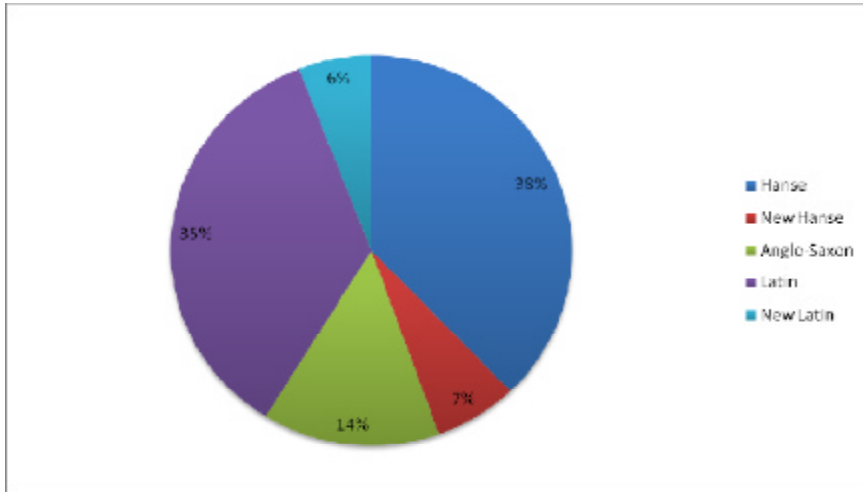
- 116 port authorities
- From 26 countries (22 EU + 4 neighbours)
- Managing 216 ports
- Handling 2.770.803.000 tonnes of cargo
- Which is 66,2% of total volume 26 countries

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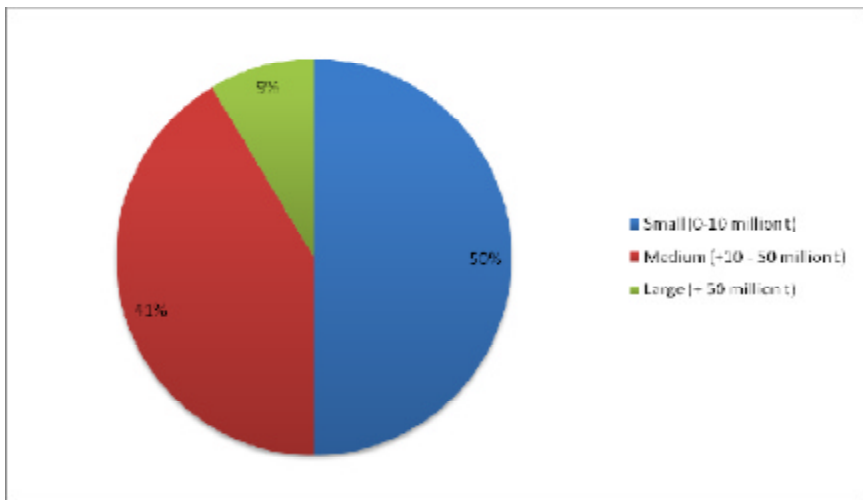
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## Differentiation to region



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## Differentiation to size



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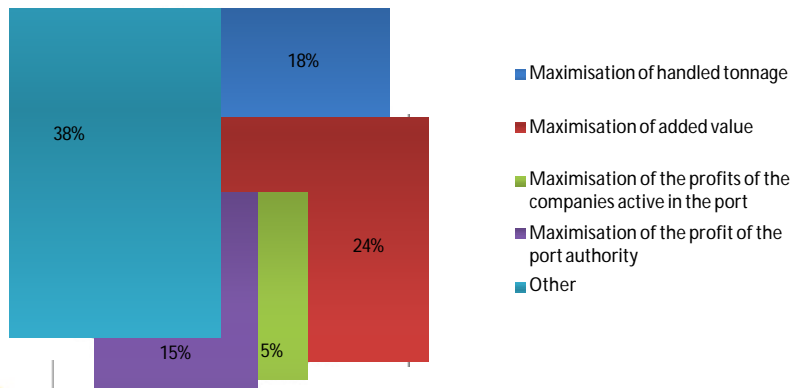
### 3. Objectives and functions

- Objectives and mission
- Landlord function
- Regulator function
- Operator function
- Community manager function



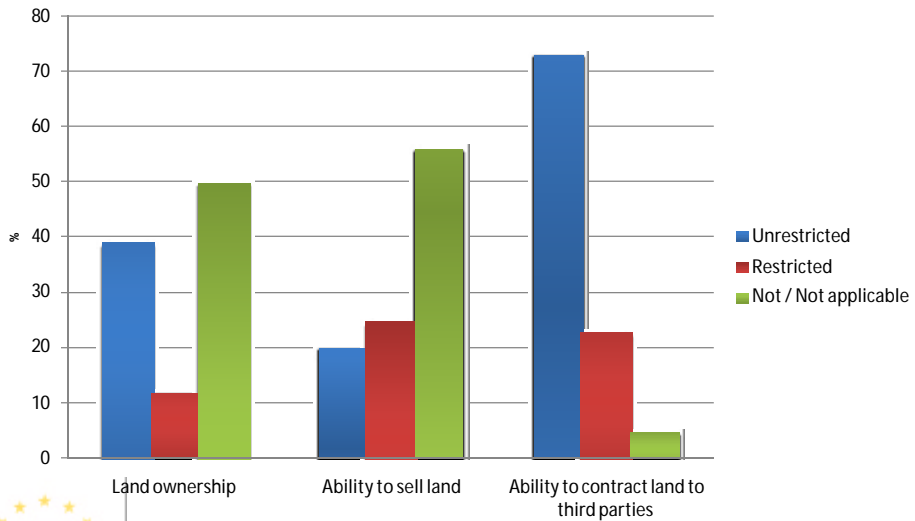
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### Economic objectives of port authorities



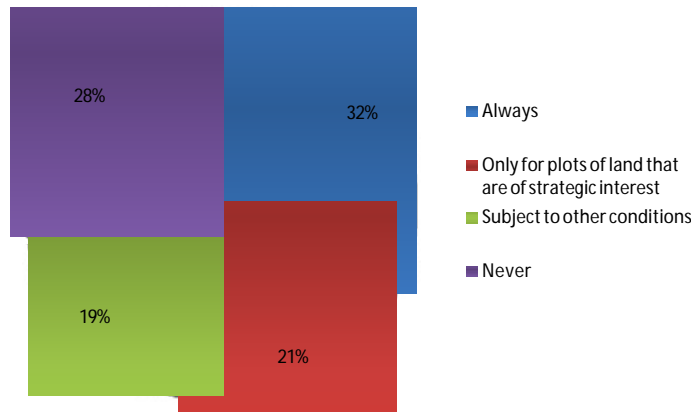
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## Governance of port land



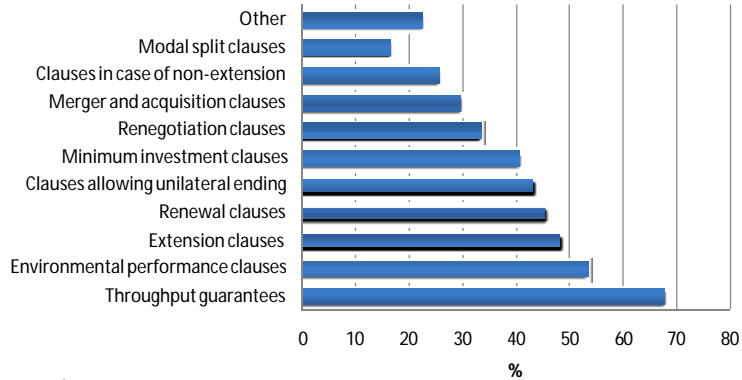
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## Use of public selection procedures to contract out port land



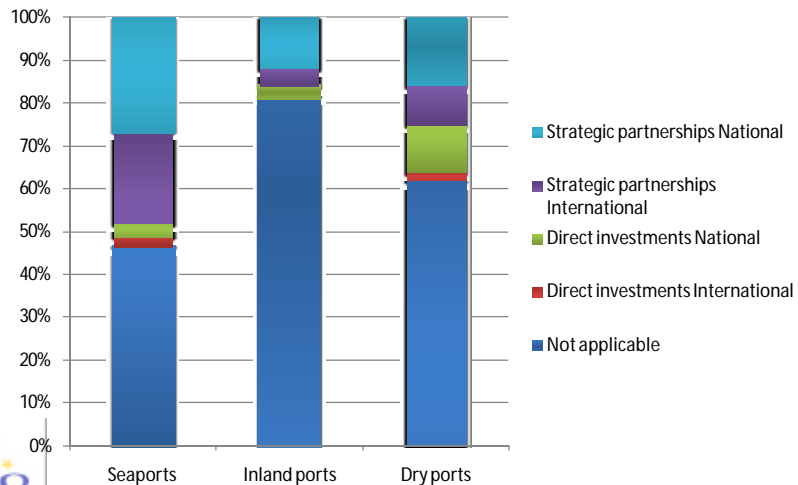
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## Clauses generally applied in major contractual arrangements



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## Strategic partnerships and direct investments with other ports



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## Regulator function: Harbour Master



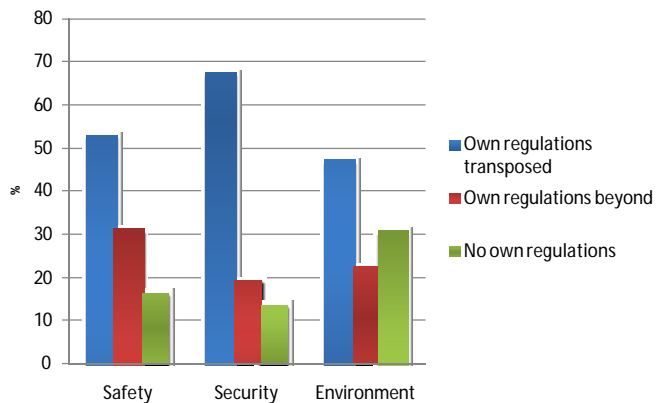
# 57,3 %

Harbour Master is fully integrated in the port authority organisation



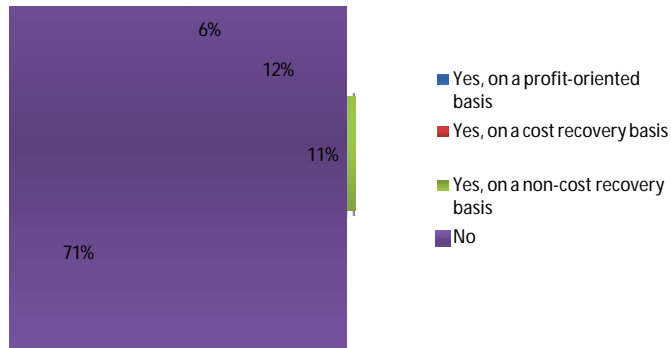
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## Port authorities issuing own regulations



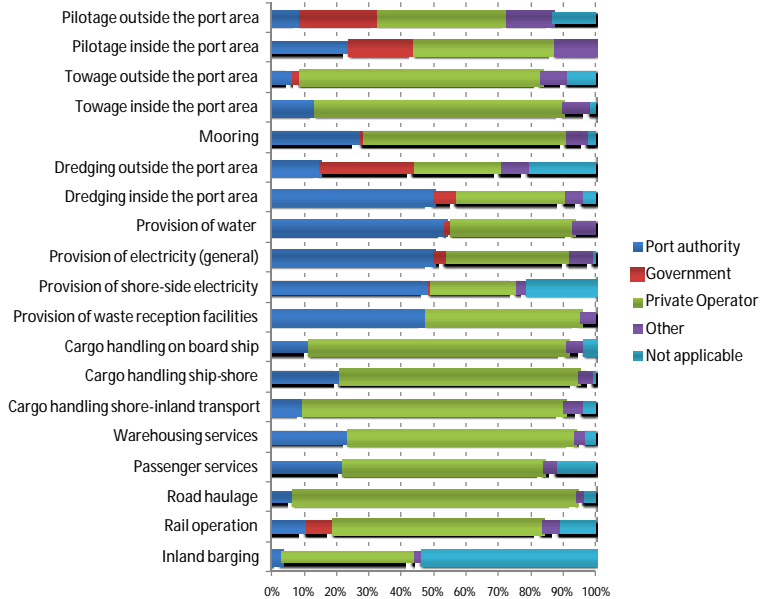
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## Export of regulatory expertise



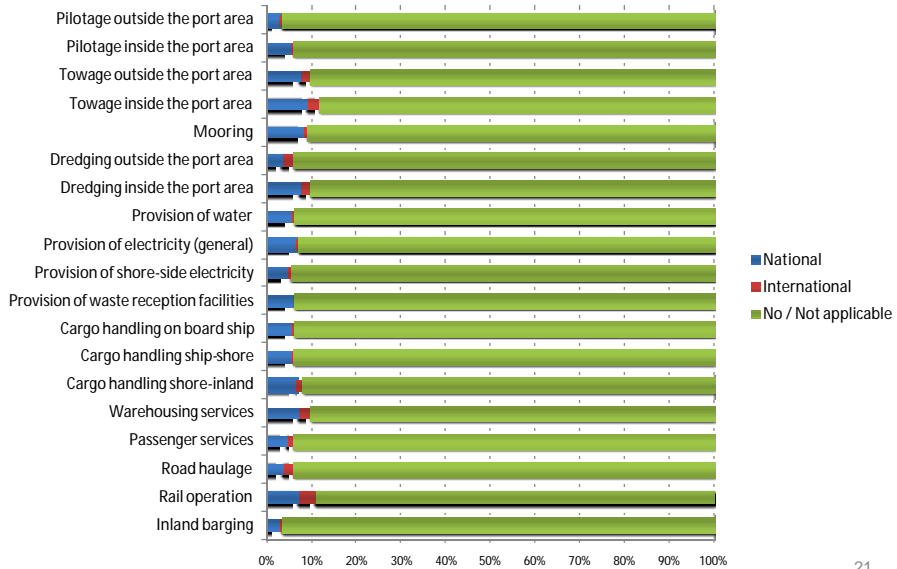
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## Direct provision of operational services



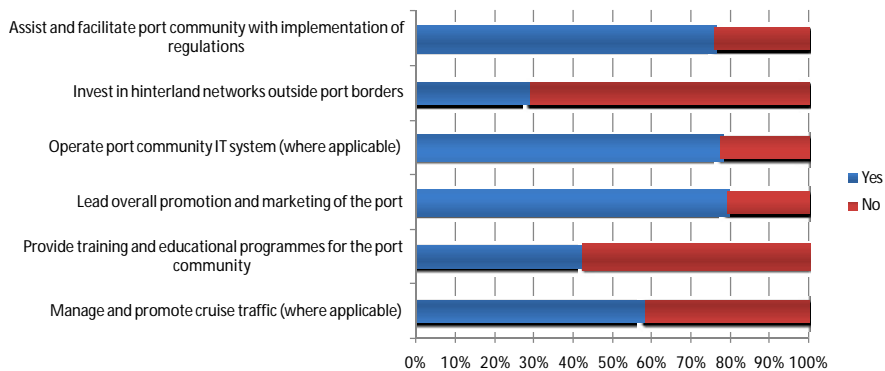
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## PA providing services outside their own port(s)



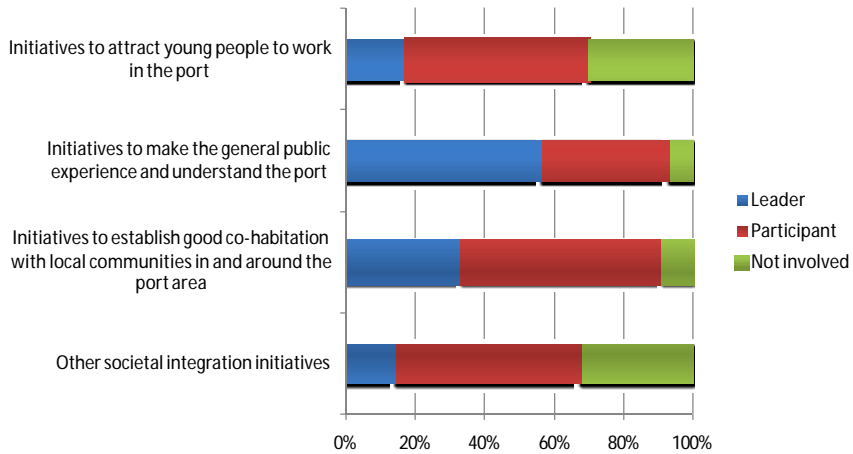
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## Involvement of PA in actions / initiatives that benefit the entire port community



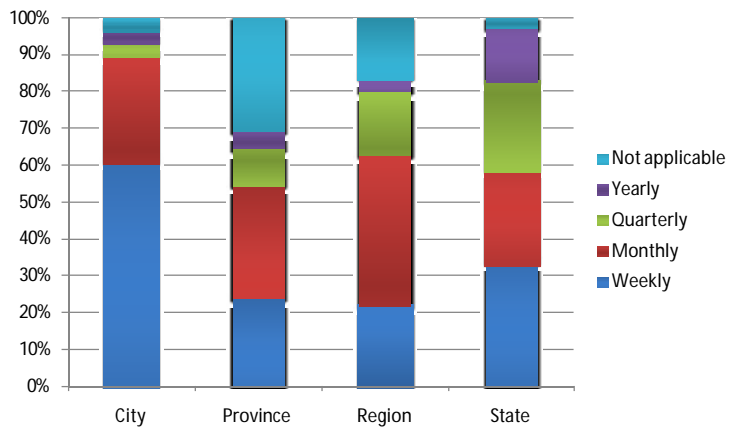
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## PA involved in societal integration initiatives



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## Frequency of contacts with government



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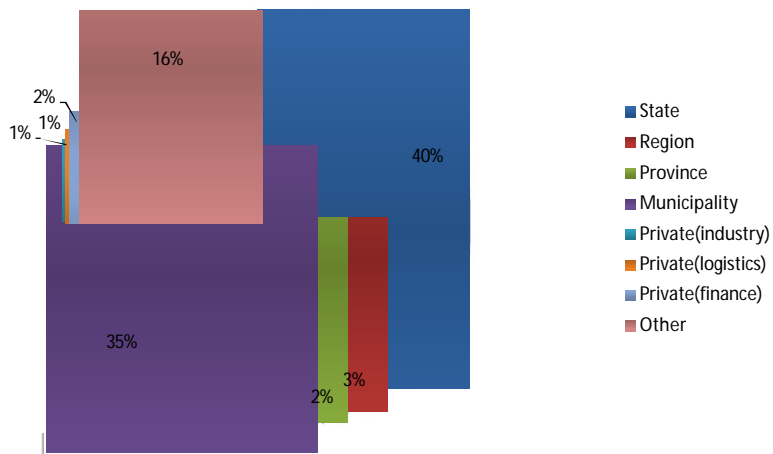
## 4. Institutional framework

- Ownership of the port authority
- (Legal) form and status
- Management
- Supervisory / governing body



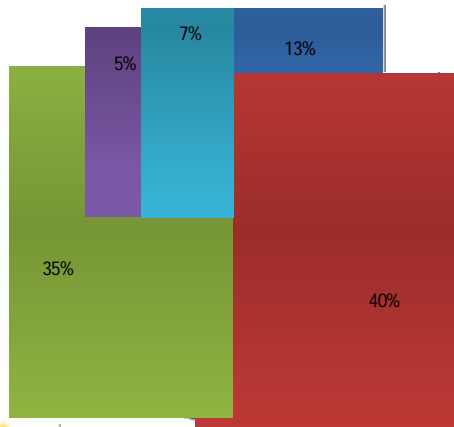
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## Ownership of port authorities



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## Legal form of port authorities



■ The port authority is an administrative department of local, regional or national government.

■ The port authority forms a separate legal entity from local, regional or national government but has no share capital.

■ The port authority forms a separate legal entity from local, regional or national government and has share capital which is owned in part or in full by that government.

■ The port authority is a privately owned corporation.

■ Other



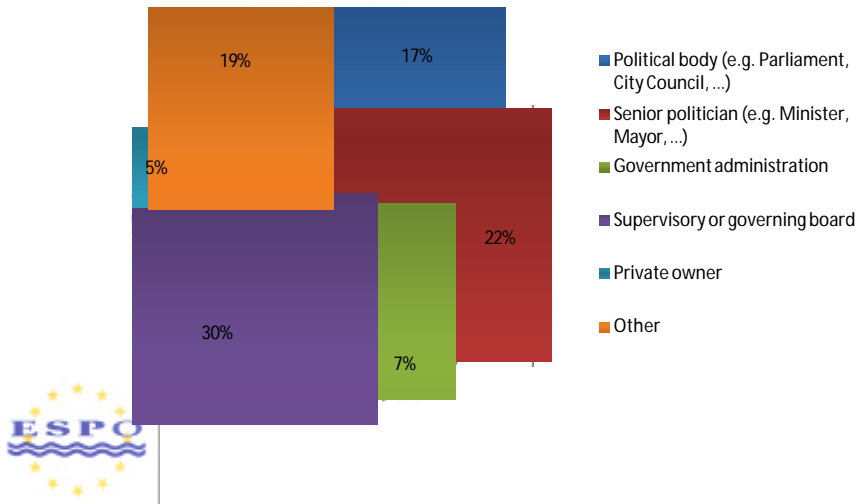
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## National reforms and re-organisations

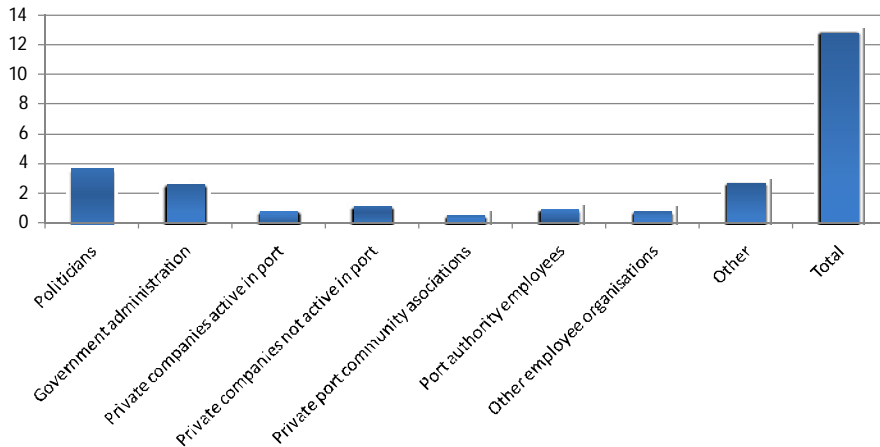


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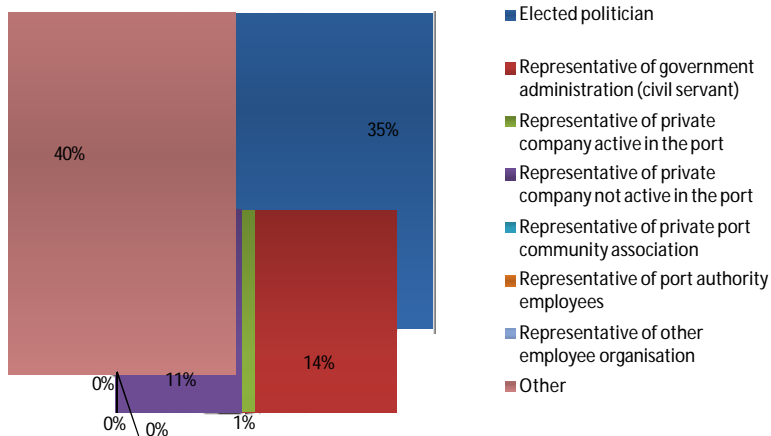
## End responsibility for appointing top management executive of the PA



## Average composition of supervisory / governing body, in n° of people



## Background of the chairman of the supervisory / governing body of the PA



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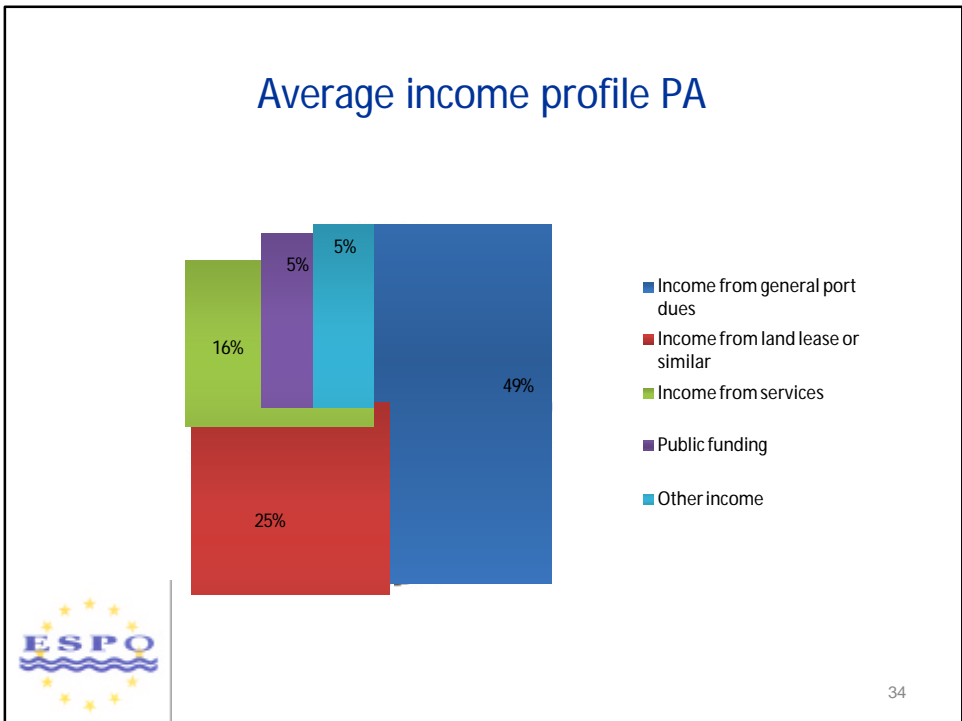
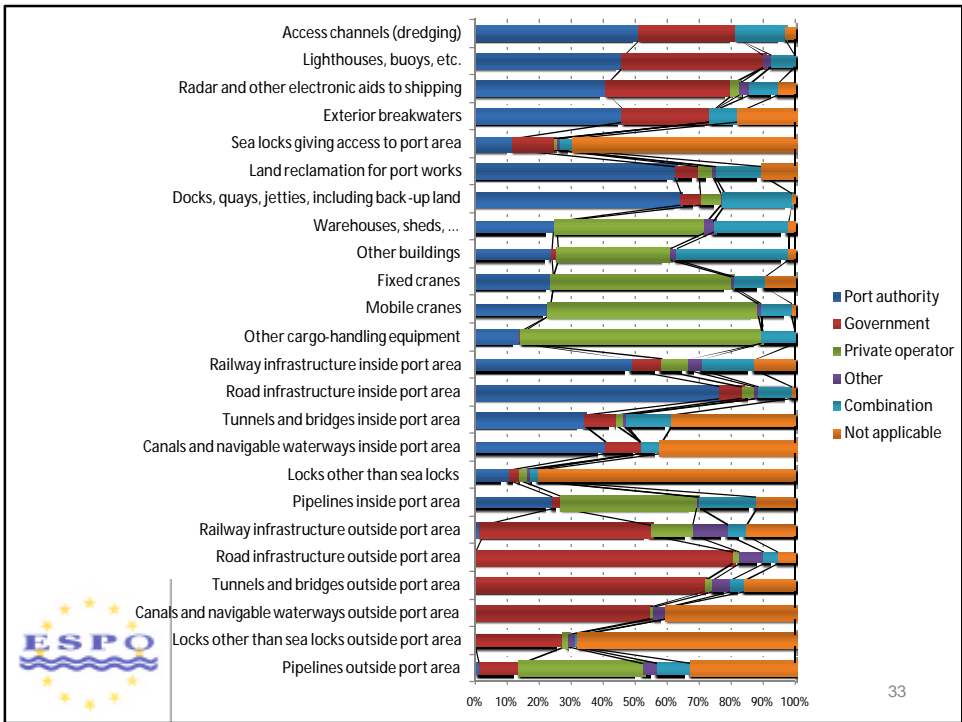
## 5. Financial capability

- Financial responsibilities for capital assets
- Income and costs
- Financial autonomy
- Accounting
- Taxation

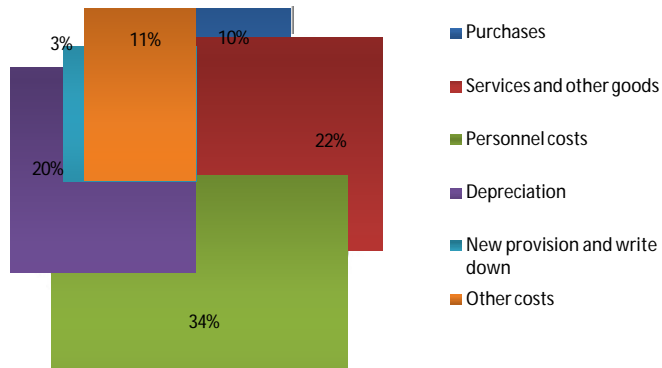


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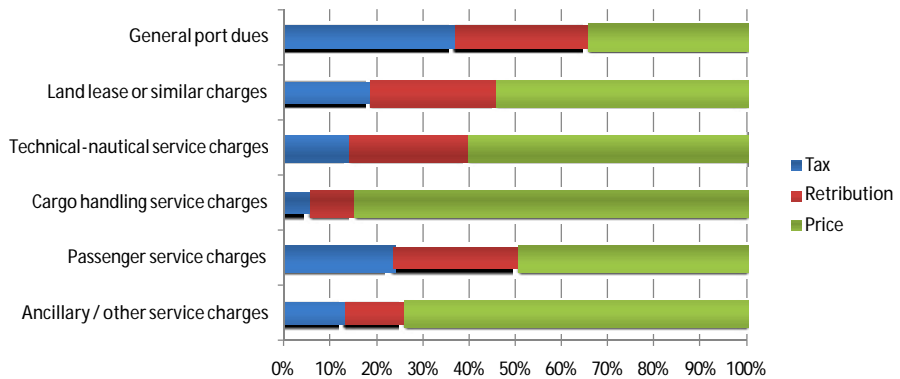


## Average cost profile PA



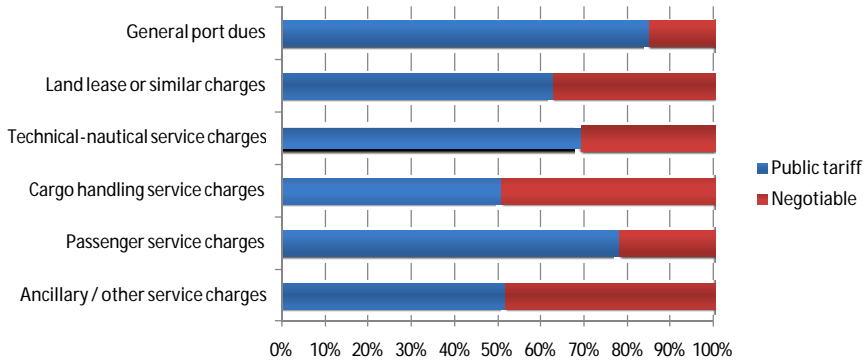
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## Legal nature of port charges (PA)



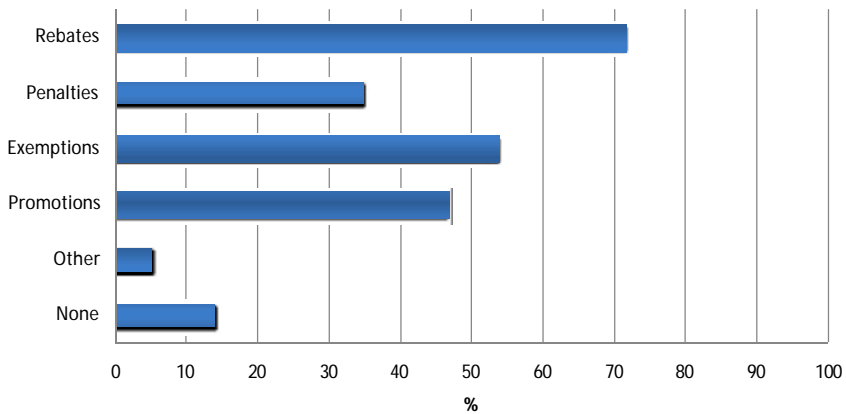
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## Calculation basis of general port dues



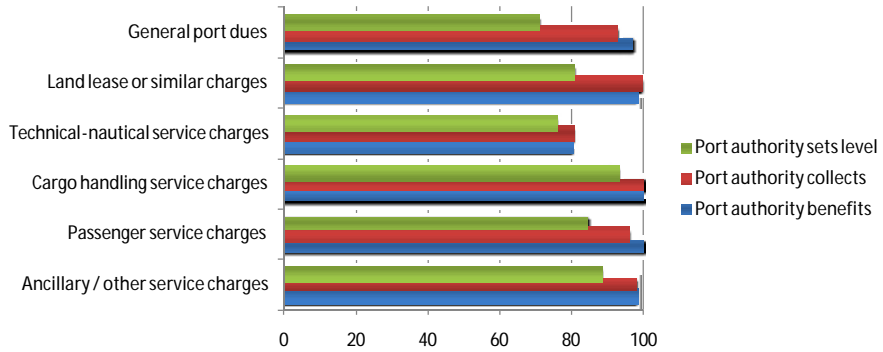
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## General port dues – rebates, penalties, exemptions and promotions



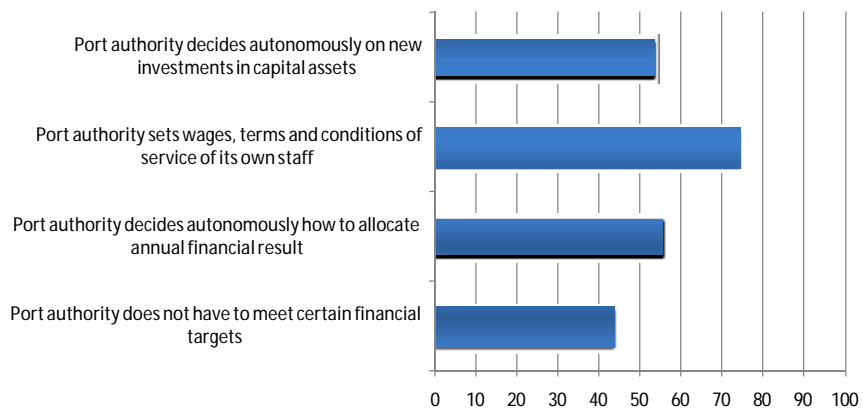
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## Port charges – autonomy PA



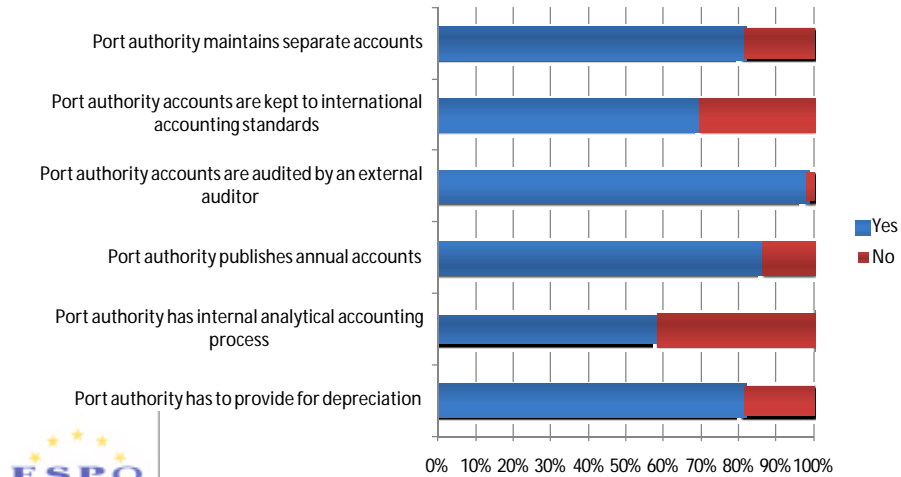
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## General financial autonomy PA



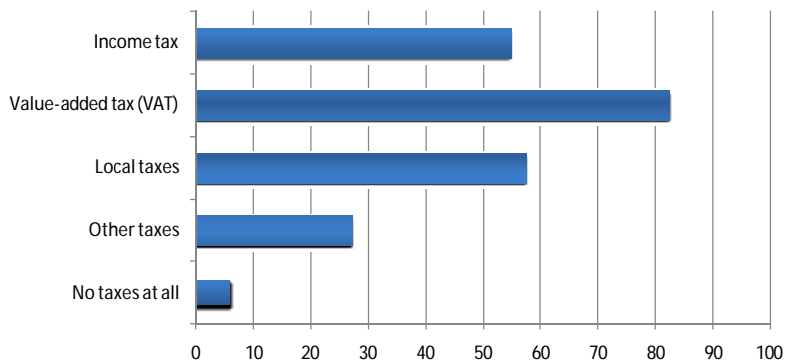
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## Accounting



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## PA subject to taxation



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## 6. Concluding observations

- Most European PA converge towards 'facilitator' type
- 'Renaissance' ambitions PA limited / enabled by diversity in governance frameworks
- Traditional Hanse, Latin and Anglo-Saxon frameworks explain most of the diversity
- New regions 'in between' but closer to Latin
- Most PA are Hanse or Latin: north-south duality
- Size matters (but not always)
- Influence EU law and policy

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## Thank you for your attention



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