

# Ports and Terminals Management Conference

5<sup>th</sup> & 6<sup>th</sup> October 2009, Dusit Thani, Dubai – UAE

## YOUR DISTINGUISHED CHAIRPERSON

**Capt. Jaafar Sidin**, Emirates International Maritime Academy & Dubai Maritime City Campus  
Director

## YOUR PANEL OF SPEAKERS

**Keith Nuttall**, Gulfainer  
Group Commercial Manager  
*\*Winner of Port Authority and Terminal Operator of the Year 2009 Award by SCATA*

**Dr Ralph Appy**, Port of Los Angeles, USA  
Director of Environmental Management

**Herman Journée**, Port of Amsterdam, Netherlands  
Director of Strategic Development  
Chairman, **Ecoports Foundation**

**Matthew Hoag**  
Laem Chabang International Terminal, Thailand, CEO

**Nadia Hachimi Alaoui**, Tangier Mediterranean Port Authority, Kingdom of Morocco  
Director of Corporate and Strategic Relations

**Christophe Piloix**, Port of Marseille-Fos, France  
Deputy Managing Director, Operations and Development

**Rafael Sapina**, Fundacion Valencia Port, Spain  
Director of Liner Shipping and Port Operator

**Stephan Tinnefeld**, HSBC  
Director, Infrastructure

**Shakeel Goburdhone**, Mauritius Ports Authority  
Head of Port Engineering Department

**Capt. Sanjiv Tandon**, Ras Laffan Industrial City, Qatar  
Head of Marine Department

**Capt. Sandeep Mehta**, Mundra Port & SEZ, India  
CEO, Container and Logistics

**Alan Sproule**, Standard Chartered Bank, UAE  
Director, Project and Export Finance

**Prakash Tulsiani**, Gujarat Pipavav Port Limited, India  
Managing Director

**Nicola Jenkins**, Port of London Authority, United Kingdom,  
Environmental & Quality Systems Manager

**Olivier Lemaire**, AIVP – International Association Cities and Ports, France, General Manager

**Prof. Dr Manfred Zachcial**, Institute of Shipping Economics and Logistics, Germany, Director and Head of Maritime Economics and Transport Department

## KEY FOCUS

- ▣ **Keeping abreast** with ports development and trends around the world
- ▣ **Assessing** the critical issues affecting future port development and design
- ▣ **Reviewing** the available financial options in this time of economic uncertainty
- ▣ **Enhancing** security awareness across vessels and ports
- ▣ **Striking** a balance between operational efficiency and security costs
- ▣ **Port and terminal** layouts as keys to port efficiency
- ▣ **Exploring** possible options to reduce port congestion
- ▣ **Technology integration** for higher efficiency and sustainability at ports
- ▣ **Policy issues** and practical green solutions relating to pollution claims and the ramifications for shippers, port operators and insurers

*And many more...*

## WHO SHOULD ATTEND

Directors, Division Heads, General Managers, Senior Managers, Managers and Specialists of the following departments:

- Port and Terminal
- Operations
- Commercial
- Strategy
- Port Planning and Design
- Engineering or Technical
- Vessel and Port Security
- Infrastructure or Facility
- Cargo
- Marine
- Finance and Investment

From these target sectors

- Ministries
- Port Authorities
- Port Operators
- Terminal Operators
- Terminal Technology Providers
- Terminal Services Providers
- Marine Infrastructure Developers
- Engineers and Port Designers
- Marine Equipment Manufacturers
- Marine Consultants
- Insurance Companies
- Financial Institutions

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## Day 1, 5<sup>th</sup> October 2009

### ▶ Ports development around the world

#### 8.30 Registration & Coffee

#### 9.00 Opening Remarks from the chair

**Capt. Jaafar Sidin**, Emirates International Maritime Academy & Dubai Maritime City Campus  
Director

#### 9.10 Tracking new challenges, trends and opportunities in ports development

- Reviewing latest developments for terminals operators in Middle East 2009
- The impact of the economic downturn worldwide and in Middle East specifically
- How do changes in logistics and distribution patterns influence the development or decline of ports
- Reviewing the crisis in the container liner trade and its impact and the prospects for recovery
- What do terminals need to do?

**Keith Nuttall**, Gulftainer

Group Commercial Manager

*\*Winner of Port Authority and Terminal Operator of the Year 2009 Award by SCATA*

#### 9.50 ▶ CASE STUDY Ports strategy to serve the European market: A case study of the West Mediterranean area

Christophe's presentation will focus specially on the organisation of the intermodality and the hinterland connectivity inside European mainland.

- Transshipment vs hinterland strategy
- Key players for hinterland connectivity in mainland Europe
- Main issues faced by Port Authorities in negotiating the terminals concessions
- Case of the XL terminals series in Marseille Fos

**Christophe Piloix**, Port of Marseille-Fos, France

Deputy Managing Director, Operations and Development

#### 10.30 Morning Coffee & Networking Break

#### 11.00 Assessing the critical issues affecting future port development

- Port/City interface – land use, access issues
- Addressing environmental issues – dust, emissions, noise
- Overcoming the constraints on dredging and green field requirement
- Assessing ports and terminals growth potentials and pitfalls

**Olivier Lemaire**, AIVP – International Association Cities and Ports, France

General Manager

#### 11.40 Future of world container market and port development

- Examining global development of economy, trade and shipping
- Reviewing the container forecast by world regions
- Assessing Middle East involvement in world container port throughput

**Prof. Dr Manfred Zachcial**, Institute of Shipping Economics and Logistics, Germany

Director and Head of Maritime Economics and Transport Department

#### 12.20 ▶ PANEL DISCUSSION What's working and what's next for the maritime industry?

- Examining some of the most important challenges confronting the ports and terminal operators today
- Can Free Port/Free Trade Zones be used as an economic tool?
- What experiences can be drawn from more mature countries?
- Growth projections for maritime sector over the next 10 years

**Panelists:**

**Christophe Piloix**, Port of Marseille-Fos, France

**Prof. Dr Manfred Zachcial**, Institute of Shipping Economics and Logistics, Germany

**Keith Nuttall**, Gulftainer

#### 13.00 Networking Luncheon

### ▶ Optimising port operations and finances

#### 14.00 Limited recourse financing of ports and terminals

- Identifying an optimal financing structure
- Key risks and how these can be mitigated
- Most likely sources of funding in the current economic climate
- The process and timeline for raising limited recourse finance

**Alan Sproule**, Standard Chartered Bank, UAE

Director, Project and Export Finance

#### 14.40 Port operators' strategy in the downturn

- Reviewing the development of global ports: past, present and future
- How do current market changes shape port competition?
- What is the impact on port operator's strategy?

**Stephan Tinnefeld**, HSBC

Director, Infrastructure

#### 15.20 Developing better port pricing for a strong business case

- Structuring a sound port business case for port corporations and other stakeholders
- To what extent do the effects of competition affect your pricing policy and how can pricing be used as a tool to influence demand?
- Performing costs benefits analysis for both financial and non-financial items
- Managing communication methods, rationale and expectations

**Capt. Sandeep Mehta**, Mundra Port & SEZ, India

CEO, Container and Logistics

#### 16.00 Afternoon Coffee & Networking Break

#### 16.20 Lean and mean: Maintaining and sustaining competitiveness at ports

- Optimise efficiency by stretching beyond optimum terminal utilization capabilities
- Using the downturn to housekeep and weed out inefficient business practices
- Addressing areas of inefficiency caused by lack of infrastructure set-up
- Developing a plan to prepare for higher volumes and more productivity in the future
- Introducing new systems and procedures to achieve leaner operations

**Prakash Tulsiani**, Gujarat Pipavav Port Limited, India

Managing Director

#### 17.00 ▶ PANEL DISCUSSION Full steam ahead: Are today's ports ready and able to cope with tomorrow's technical and operational challenges?

- How can port effectively seize the advantage in a time of rapidly rising fuel prices?
- Which business models are best positioned to withstand the economic downturn?
- Comparing and contrasting major inland and coastal port issues
- Will smaller players be able to survive?

**Panelists:**

**Stephan Tinnefeld**, HSBC

**Capt. Sandeep Mehta**, Mundra Port & SEZ, India

**Prakash Tulsiani**, Gujarat Pipavav Port Limited, India

**Alan Sproule**, Standard Chartered Bank, UAE

#### 17.40 Closing remarks from the chair

Speakers and delegates are cordially invited to attend a

**Networking Cocktail reception**



## Day 2, 6<sup>th</sup> October 2009

### ▶ Planning and design of ports and terminals

#### 8.30 Registration & Coffee

#### 9.00 Opening Remarks from the chair

#### 9.10 Port and terminal layouts as keys to port efficiency

- How can future ports and terminals design and layouts be different and more efficient from the present ones?
- Examining the vital factors that needs to be taken into consideration when planning for ports and terminals design
- Depth vs size – Ensuring future ports' ability to accommodate future larger ship sizes
- Making ports and terminals user friendly to all parties

**Matthew Hoag, Laem Chabang International Terminal, Thailand, CEO**

#### 9.50 ▶ CASE STUDY Meeting the industry growing needs

In this session, Shakeel will share his experience at the Mauritius Ports Authority on the issues listed hereunder and also highlight the opportunities, constraints, social impact, environmental impact and risk among others.

- Port Louis Harbour at a glance
- Analysing traffic trend and forecast
- Port Louis Harbour as a transshipment port for the region
- Land reclamation to meet demand for land to accommodate Port Based Industries
- Reviewing port infrastructure requirement and ways to improve port productivity

**Shakeel Goburdhone, Mauritius Ports Authority**  
Head of Port Engineering Department

#### 10.30 Exploring possible options to reduce port congestion

- Could quays or harbours be an alternative to ports in the future?
- Assessing and dealing with Very Large Crude Carrier (VLCC) issues
- Reviewing ways to increase ship turnaround time and operational efficiency
- Using simulations at the port planning stage to avoid bottlenecks or heavy congestion

**Nadia Hachimi Alaoui, Tangier Mediterranean Port Authority, Kingdom of Morocco**  
Director of Corporate and Strategic Relations

#### 11.10 Morning Coffee & Networking

### ▶ Port modernisation, expansion and development

#### 11.40 Undertaking major expansion to cater for long term trade growth

- Evaluating the key drivers of ports expansions
- Overall trade growth vs terminal capacity
- Will tighter credit inhibit growth?
- Reviewing leading technologies that are applied by more advanced ports

**Capt. Sanjiv Tandon, Ras Laffan Industrial City, Qatar**  
Head of Marine Department

#### 12.20 ▶ INTER-REGIONAL PANEL DISCUSSION Far East, Middle East, Africa, Europe and Mauritius

##### Why efficient ports and terminals are vital in today's dynamic business environments?

- Is it possible to achieve 'ideal' ports and terminals?
- How can privatization ultimately contribute to overall growth and competitiveness?
- What are the issues that make port privatization so controversial?
- Long term vision for sustainable ports and terminals

##### Panelists:

**Matthew Hoag, Laem Chabang International Terminal, Thailand**

**Capt. Sanjiv Tandon, Ras Laffan Industrial City, Qatar**

**Shakeel Goburdhone, Mauritius Ports Authority**

**Rafael Sapina, Fundacion Valencia Port, Spain**

**Nadia Hachimi Alaoui, Tangier Mediterranean Port Authority, Kingdom of Morocco**

#### 13.00 Networking Luncheon

### ▶ Technology innovation superhighway: the route to competitiveness

#### 14.00 Joining KPIs, simulation and Base Station Controller (BSC) for the improvement in existing rubber tired gantry (RTG) terminals

- Introducing new KPI for Container Terminals - Container Terminal Quality Indicator (CTQI) benchmark standard
- Identifying bottlenecks in existing RTG's container terminals (public or dedicated)
- State of the art of simulation applied to Container Terminals
- Development of a simulation tool
- Adapting the BSC for the measurement of the expected improvements

**Rafael Sapina, Fundacion Valencia Port, Spain**  
Director of Liner Shipping and Port Operator

#### 14.35 Underwater technologies as the solutions for infrastructure development and maintenance

Below water structures, not visible during routine inspections, are usually overlooked and are the most vulnerable to environmental attack and deterioration. Underwater technologies are designed to extend the existing structure service life, restore load ratings and meet today's code of seismic requirements.

- New trend in maintaining port facilities and security
- Reviewing the advantages and limitations of this technology
- Case studies on world class ports and terminals which have experienced great success in underwater technology deployment

### ▶ Ports and the environment (EcoPorts)

#### 15.10 ▶ CASE STUDY Climate change initiatives from the Port Community

- International Ports & Harbours' World Ports Climate initiative (WPCI)
  - Genesis of the initiative
  - Mission of the WPCI
  - Organization and projects underway by the group
  - Communication platforms
- Case study on Port of Los Angeles Climate Action Plan Development
  - Challenges set forth by state regulators, mayors, commissioners, etc.
  - Plan & Facilitate Green Growth
  - Steps taken so far
  - Policy issues raised when developing a plan

**Dr Ralph Appy, Port of Los Angeles, USA**  
Director of Environmental Management

#### 15.45 Afternoon tea and networking break

#### 16.20 ▶ CASE STUDY Environmental Management of Ports

- Environmental issues facing ports today
- Environmental legislative requirements and constraints on Ports
- Tools to improve and enhance environmental management in Ports
- Perspective from a British Port Authority

**Nicola Jenkins, Port of London Authority, UK**  
Environmental & Quality Systems Manager

#### 16.55 Sustainability in practice in ports and logistics

- Ports Change Strategy: a chance in focus
  - from a port area to a supply chain approach, and
  - from environment to sustainability
- Environmental Management System
  - a structured way to improve the environment and the business model
  - Ecoports a basic standard for EMS
- Practical Examples of improving the environment and the costs
  - Sustainable Port Management in practice
  - Sustainable hinterland logistics

**Herman Journée, Port of Amsterdam, Netherlands**  
Director of Strategic Development, Chairman, Ecoports Foundation

#### 17.30 ▶ PANEL DISCUSSION The port of 2020: Beyond global

- Where will the future port hub be after weathering this period of financial storm?
- Are we too reliant on technology?
- What are the technology requirements and choices for the modern port?
- Will ports ever become good neighbours to residential areas?

##### Panelists:

**Dr Ralph Appy, Port of Los Angeles, USA**

**Nicola Jenkins, Port of London Authority, UK**

**Olivier Lemaire, AIVP – International Association Cities and Ports, France**

**Herman Journée, Port of Amsterdam, Netherlands**

#### 17.40 Closing remarks from the chair

I would like to thank everyone who has helped with the research and organisation of this event, especially the speakers for their support and commitment.  
**Cassandra Wong, Production Manager – Asia Pacific**  
cassandra.wong@jacobjfleming.com

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## Our valued advisory panel

### **Christophe Piloix**

#### **Port of Marseille-Fos, France**

Deputy Managing Director, Operations and Development

### **Matthew Hoag**

**Laem Chabang International Terminal, Thailand, CEO**

### **Peter A. Lupatu, Surface and Marine Transport Regulatory**

**Authority(Sumatra), United Republic of Tanzania, Director of Ports and Shipping Services Regulation**

### **Capt. Feisal A. Saad**

**Ras Laffan Industrial City, Qatar, Manager Ras Laffan Port**

### Meet Our Comprehensive Speaker Panel

#### **Alan Sproule, Standard Chartered Bank, UAE**

Director, Project and Export Finance

Alan is a Director in SCB's Project Finance team in Dubai. His recent ports experience includes the following transactions:

- Financial advisor and co-underwriter for the Euro 80m financing of the DPW Dakar container terminal in Senegal;
- Financial adviser to Eurochem for the proposed greenfields Port Lekki development in Nigeria;
- Financial advisor and underwriter for DP World's USD396m Doraleh Container Terminal in Djibouti; and
- Financial advisor and arranger for the USD180m expansion of Port Qasim in Pakistan.

Alan was formerly with the Infrastructure Project Finance team at Absa Bank in Johannesburg and prior to that was with NatWest Markets in London. Alan has a BA from the University of the Witwatersrand, a Bachelor of Laws (LLB) from the University of Johannesburg and an MBA (Finance) from Manchester Business School.

#### **Christophe Piloix, Port of Marseille-Fos, France**

Deputy Managing Director, Operations and Development

Christophe graduated "Ecole Polytechnique" in 1981 and joined the "Ecole Nationale des Ponts et Chaussées" in 1984 in Paris. In 1989, Christophe worked as Chief of Infrastructure for a state agency in the Rhône Valley Region. He took the responsibility of the building of highway connection between Marseille and the Olympic sites of Albertville 1992. He was also involved in the high speed train project between Lyon and Marseille. In 1998 he joined the Port of Marseille. He started the job in revamping the eastern harbour, an €250m investment plan. He developed general cargo and container terminals, drydocking facilities and cruise terminals. In 2004, he developed the western harbours in Fos where he was the head of the 2XL series of massive container terminals. Since 2007 he was appointed as Deputy General Manager Operation and Development working especially in energy and logistic field. He plays a major role in the implementation of the maritime industry reform of the French Ports in order to increase efficiency and public/private partnership in the ports.

#### **Capt. Feisal A. Saad, Ras Laffan Industrial City, Qatar**

Manager Ras Laffan Port

Capt. Saad is currently the Manager of Ras Laffan Port Qatar, the largest Liquefied Natural Gas (LNG) & Gas-to-Liquids (GTL) port in the world. The port also handles other commodities such as condensates and petrochemicals. Feisal Saad began his sea career in 1977 and obtained Master Mariner Certificate in 1987 thereafter joining the Maersk organisation. He was appointed Ship Captain in 1992 and commanded gas and oil tankers. In 1997, he came ashore and was appointed as Fleet Safety & Quality Manager for Maersk Company London. Capt. Saad joined Qatar Petroleum in 1999. He was selected as Mesaieed Port's Harbour Master in 2004. In 2007, he was appointed Manager for Ras Laffan Port. During this period he has been involved in the operation and master planning of these two ports which are now under development on a massive scale. Capt. Saad is a Member of the Nautical Institute, Member of the Royal Institute of Navigation and Member of the Honourable Company of Master Mariners.

#### **Herman Journée, Port of Amsterdam, Netherlands**

Director of Strategic Development  
Chairman, Ecoports Foundation

Mr. Journée is involved in port development, logistics, ICT, sustainability, port commercialisation. He is active in international port co-operation in these fields. He is Chairman of several (inter)national Committees in the field of sustainability and logistics, such as Ecoports Foundation, an international network organization for the exchange of good practice solutions in ports and the logistic chain. He is member of international and national organisations in these fields, such as the European Seaports Organisation (ESPO), the European Intermodal Association and the European Intermodal Research Advisory Council.

#### **Capt. Jaafar Sidin, Emirates International Maritime Academy & Dubai Maritime City Campus**

Director

As the first Director of Dubai Maritime City Campus, Captain Ja'afar is involved in a multi-million dollar "Greenfield" project to build Dubai Maritime City that will house selected reknown International maritime universities and reputable training providers. He is also the founder of the Emirates International Maritime Academy, the first maritime institution of its kind in the United Arab Emirates. He began his maritime career as a deck cadet with Ocean Fleets Ltd, Liverpool, United Kingdom in 1971. He later served as a master with a Norwegian shipping company, Thome Pte Ltd which was based in Singapore. He started his career in maritime education and training in 1982 as a lecturer with the Malaysian Maritime Academy and later with the Singapore Maritime Academy, Singapore Polytechnic where he held the position of Deputy Director for number of years. A holder of a UK Master Mariner Class 1 (Deck Officer) qualification, he also has a Master of Science in Maritime Education & Training from Malmo, Sweden. He served as a member of the IMO Group of Consultants for the redrafting of the Standards of Training, Certification and Watchkeeping for Seafarers 1978, as revised STCW 95 which met regularly in London from 1994 to 1995.

#### **Keith Nuttall, Gulftainer**

Group Commercial Manager

With over 25 years experience in the liner shipping and ports industries Keith has lived and worked in the Far East, Middle East / South Asia and Europe. A graduate of Cambridge University Keith started his career with P&O and had postings in Japan, the Middle East & Europe - working particularly in sales, marketing and operations. During this time he traveled widely in a variety of management roles and was able to experience at first hand the working of the liner shipping industry and its interaction with ports throughout the world - and the importance of working to ensure that the transport and logistics chain works effectively in all its links if delays and disruption are to be avoided. After P&O, he managed several shipping conferences based in Europe and worked closely with many of the world's leading shipping companies. In 2003 he was appointed as Commercial Manager of Gulftainer in Sharjah at a time when the company was beginning both to expand facilities at its terminals in Khorfakkan and Sharjah to cater for increasing demand and industry trends and to look to expand from its home bases in the U.A.E. Gulftainer currently has overseas ventures in Kuwait, Pakistan, Turkey and the Comoros Islands - with more to come in 2009.

#### **Prof. Dr Manfred Zachcial, Institute of Shipping Economics and Logistics, Germany**

Director and Head of Maritime Economics and Transport Department

Prof. Dr. Manfred Zachcial has a chair of economics and statistics at Bremen University and belongs to the Board of Directors of the Institute of Shipping Economics and Logistics (ISL), Bremen. He has been working on economics, land and maritime transport projects since 1972. He is a leading authority on transportation economics, statistics, planning, logistics and maritime information systems. He advises governments and international agencies on transportation strategies, port and shipping information systems, and on the feasibility of various transport infrastructure developments. His wide ranging research activities have resulted in numerous published works on modelling in both land and maritime transport, including transshipments at European sea ports. One of his major research activities is the analysis and forecast of world container shipping.

#### **Stephan Tinnefeld, HSBC**

Director, Infrastructure

Stephan has a broad experience in infrastructure transactions across airports, toll roads, ports, construction and waste management. Recent transaction experience includes advising CDPQ regarding the investment in BAA, advising the French Treasury on the potential privatisation of French Regional Airports and the IPO of French airport operator ADP, as well as the IPO of toll road operators Sanef and APRR, advising the Board of Directors of French toll road operator ASF in its sale to Vinci and advising a consortium consisting of Seche, CDC and Axia in its acquisition of the French waste management company Saur. Stephan graduated with a degree in business administration from the French business school ESCP-EAP.

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**Matthew Hoag, Laem Chabang International Terminal, Thailand, CEO**

Matthew Hoag is Chief Executive Officer, Laem Chabang International Terminal Co., Ltd. and has over 14 years proven leadership, terminal management, and terminal global consulting experience. Educated as a U.S. Merchant Mariner, he began his professional career as a supervisor of marine operations and advanced to manager of terminal operations. He has experience managing container terminal operations with Maersk Pacific and Sea-Land. His most recent position was General Manager for DP World's container terminal business in Puerto Cabello, Venezuela. As an operations expert he has conducted process improvements and operational reviews, improving terminal performance and reducing costs worldwide. He has implemented recommendations that have increased terminal productivity from 23 gross moves per hour to 27 gross moves per hour and terminal throughput from 365, 000 TEUs to 800,000 TEUs at Sea-Land's Long Beach, CA terminal. He is an advocate of "best practices," and sharing proven practices across all terminals. Matt has a Bachelor of Science in Marine Transportation from the United States Merchant Marine Academy in Kings Point, New York. He attended Pepperdine University in Malibu, California where he began his Master of Business Administration. He currently serves in the United States Navy Reserve as a Lieutenant Commander.

**Nicola Jenkins, Port of London Authority, United Kingdom Environmental & Quality Systems Manager**

Nicola graduated from Warsash Nautical College in 1995 and had the opportunity to work for the Cayman Islands Government as a submarine pilot responsible for carrying out underwater environmental surveys establishing the impact of tourism on the island. She then worked for an oil company in Guernsey, responsible for reinstating a quarry, back to ecological status, which was used to contain some of the residual oil from the Torrey Canyon disaster and recycling the oil back to the UK. Following this she worked for the Port of Dover for 6 years establishing and implementing their Environmental Management System (EMS) and marine environmental monitoring programme for all activities of the port. She has now been at the Port of London Authority for past 4 years as the Environmental and Quality Systems Manager, responsible for the creation and implementation of the ports EMS to ISO 14001 standards and the integration with the existing Quality Management System to ISO 9001. Both standards are accredited by Lloyds Register Quality Assurance. They are currently in the process of implementing BS 18001 Occupational Health and Safety Standard. Nicola has assisted with EcoPorts Foundations for the past 10 years with trialling and implementing the environmental management tools.

**Olivier Lemaire, AIVP – International Association Cities and Ports, France, General Manager**

Olivier Lemaire, accomplished his higher studies between 1979 and 1985 at the University of Rouen where he obtained a degree in law, a Master's degree in tropical geography and a Diploma of specialised higher studies in urban planning. From 1985 to 1987, Olivier Lemaire was a researcher with ORSTOM in Quito (Ecuador) as a geographer specialised in urban issues. He then carried out various missions as a geographer-urban planner with the DATAR (French Territorial Development Delegation) prior to accepting, on its foundation, the managership of the AIVP - International Association of Cities and Ports. As Manager of AIVP since 1988, Olivier Lemaire has carried out numerous missions in port cities throughout the world. He has ensured the development of the international network of the Association and directed its annual programmes of activities. To date, 11 International conferences have been organised by as well as numerous specialised seminars and study trips covering all sorts of aspects concerning City – Port development issues.

**Prakash Tulsiani, Gujarat Pipavav Port Limited, India Managing Director**

Mr. Prakash Tulsiani has been Managing Director of Gujarat Pipavav Port Ltd (GPPL) since late 2008. He came to GPPL from Gateway Terminals India PVT Ltd (GTI), where he had been Chief Operating Officer since 2005. GTI is a joint venture between APM Terminals and Concor, a subsidiary of the Ministry of Railways. He has more than 20 years of experience in the shipping and ports industry. A chartered accountant by profession and company secretary, Mr. Tulsiani, aged 47, began his career as finance manager in 1989 with the GP Group of Companies, Thailand. For more than 10 years, from 1993 he worked in various capacities at Maersk Line, Indonesia. His senior portfolios included finance, marketing, projects sales and line management. Mr. Tulsiani is a commerce graduate from Mumbai University, India. He is also certified by the Institute of Chartered Accountants of India and the Institute of Company Secretaries of India. He also has a degree in Law from Mumbai University.

**Dr Ralph Appy, Port of Los Angeles, USA Director of Environmental Management**

Dr. Appy manages environmental programs for the Port of Los Angeles including implementation of air quality programs and climate action initiatives; monitoring and management of water, storm water and sediment resources; soil and groundwater restoration; habitat management, and environmental regulatory compliance. He oversees environmental evaluation of capital development projects and critical environmental programs including the San Pedro Bay Clean Air Action Plan. He holds a Master's degree in marine biology from California State University, Long Beach, and a Ph.D. in zoology from the University of New Brunswick in Canada. He is past president of the Southern California Academy of Sciences, Vice Chair of the Harbors, Navigation and Environment Committee of AAPA and Vice Chair of the IAPH Environment Committee.

**Capt. Sanjiv Tandon, Ras Laffan Industrial City, Qatar Head of Marine Department**

Capt Sanjiv Tandon is the current Head of Marine Development at Qatar Petroleum administered industrial city and port of Ras Laffan. The Ras Laffan port expansion is one of the largest that the state of Qatar has undertaken in recent times. Finding synergies with the rapid expansion of the (mainly gas related) industries being established at Ras Laffan, the port was planned and developed to ensure infrastructure availability for the foreseeable long term, involving techniques that involved desktop simulations, the 'fit for purpose' port is now almost ready. After taking command with Anglo-Eastern ship management, Capt Tandon commenced his shore journey in South Africa where he started at the Port of Richards Bay. Acquiring skills and qualifying as a 'Tug Master' and "Marine Pilot", he completed his MBA from University of Wales. Trained at the Shipping College at Rotterdam, he was appointed as Port Captain at the Port of Port Elizabeth. Subsequently he was transferred to the Port of Durban where the development and trial of the Marine Services Reservation System to balance marine resource utilization with customer requirements in the busiest port in the Southern Hemisphere was done during his tenure.

**Shakeel Goburdhone, Mauritius Ports Authority Head of Port Engineering Department**

Mr. S. Goburdhone holds a Bachelor Degree in Civil Engineering and a Master of Business Administration from the University of Mauritius. He is also registered with the Council of Professional Engineers in Mauritius. He worked as Civil Engineer with Gibb and Partners on Port Development Project in Rodrigues (a dependent island of Mauritius from 1987 – 1990). Subsequently he joined the Mauritius Ports Authority as Civil/Senior Civil Engineer and was promoted to Port Engineer in 1998. As Port Engineer, he leads the Port Engineering Department and is responsible for all port development projects, Maintenance of Port Infrastructure and Port Planning at Port Louis Harbour. In 2001, he led the team responsible for the preparation of the Port Master Plan Study, which was the first undertaken with in-house resource and some input from Royal Haskoning and has been closely involved in the preparation of the new Port Master Plan undertaken by Halcrow.