

MEMORANDUM OF UNDERSTANDING

FINAL – 04-11-08

Between,

The **American Association of Port Authorities (AAPA)**, based in Alexandria VA, USA, represented by Geraldine Knatz, Chairman of the Board and Kurt J. Nagle, President and CEO,

And

The **European Sea Ports Organisation (ESPO)**, based in Brussels, Belgium, represented by Victor Schoenmakers, Chairman and Patrick Verhoeven, Secretary General.

This Memorandum of Understanding establishes the basis for mutual understanding and co-operation between the AAPA and ESPO. It is understood that this MoU provides a framework to pursue co-operative projects of mutual interest. Any exchange of funds or other tangible resources in furthering the purposes of this MoU will require execution of a separate written instrument in accordance with applicable law.

By working together and exchanging good practices, the two organisations can greatly increase the force and effectiveness of their efforts in such key matters as:

- Port governance
- Intermodal transport and logistics
- Sustainable port development
- Maritime safety and security

The undersigned organisations agree that the ability to achieve their individual and shared public goals will be enhanced substantially by undertaking the collaborative approach outlined in this MoU.

It is agreed that, in order to strengthen the co-operation between the two organisations and to enhance both their effectiveness in representing the interests of seaports in various international forums, AAPA and ESPO agree to co-operate in the following fields, while recognising their individual identities, membership expectations and traditions.

International Collaboration

1. Co-ordinating efforts on international issues of common concern, both with regard to international institutions such as IMO and international trade organisations such as IAPH of which the undersigned associations are both member.

Technical Co-operation

2. Establish co-operative working relationships between technical committees with common interests with mutual representation as appropriate.
3. Take advantage of working together in committees to initiate innovative trans-Atlantic studies or surveys where this can assist ports in both organisations.
4. Establish co-operative working relationships between specialised institutes and foundations related to both organisations (such as EcoPorts).

Events Co-operation

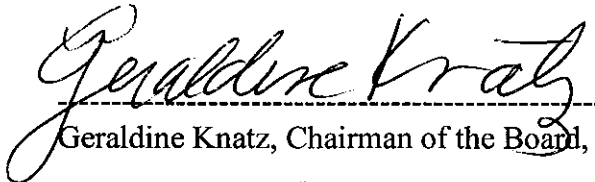
5. To identify on-going opportunities for the parties to collaborate in each other's conference, seminars, workshops, technical committees etc., to promote wider understanding and adoption of the shared principles in this MoU.
6. Mutual announcement of each other's events and creating mutual links on each other's websites.
7. Providing at events the possibility for the other organisation to promote itself and its programmes through, inter alia, presentations, poster sessions and other means.

Exchange of Views, Informations and Others

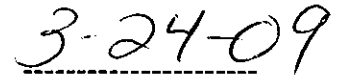
8. Having, free of registration fees, one or two observers (Chairman / President and CEO / Secretary General) at each other's highest managerial meeting (for AAPA: the Annual Convention, for ESPO: the Annual Conference).
9. Exchange research findings and publications to strengthen information exchange.
10. Extend mutual distribution of the organisation's respective newsletters.
11. Continue to evolve other areas and programmes of mutual co-operation in the spirit of this MoU.

The above particular fields of co-operation may be reviewed from time to time, as need be, between the two organisations.

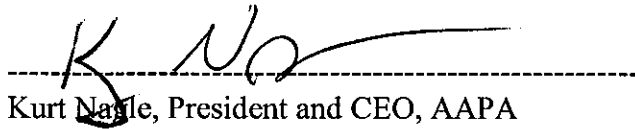
The President of AAPA and the Secretary General of ESPO are charged with the implementation of this MoU.



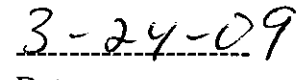
Geraldine Knatz, Chairman of the Board, AAPA



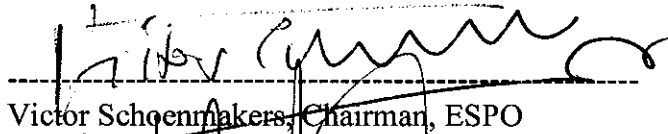
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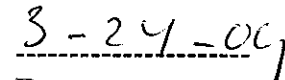
Kurt Nagle, President and CEO, AAPA



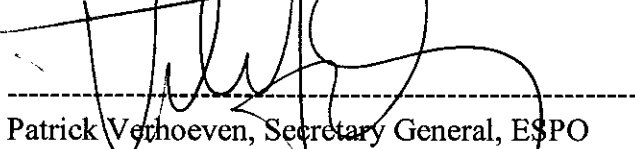
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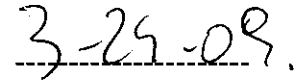
Victor Schoenmakers, Chairman, ESPO



Date



Patrick Verhoeven, Secretary General, ESPO



Date