



FONASBA, THE FIRST FIFTY

“CELEBRATING OUR PAST,
INSPIRING OUR FUTURE”

COMMEMORATING THE FIRST FIVE DECADES
OF THE:

FEDERATION OF NATIONAL
ASSOCIATIONS OF SHIP BROKERS
AND AGENTS

ship broker ship agent

There are 28 languages spoken in FONASBA. These end papers show the terms “ship broker” and “ship agent” in those languages.

corredores marítimos
agente marítimo

ship broker
agente de
navegação

laivameklari
laiva-agentti

pomorski broker
pomorski agent

морской агент
морской брокер
scheepsbevrachter
cargadoor

船舶仲立人
船舶代理店

agent posrednik
pomorski agent

schiffsmakler
klarierungsagent

skibsmægler
skibsagent

makler morski
agent morski

skeppsmäklare
linjeagent/
fartygsagent

Ναυλομεσίτης
Ναυτιλιακός Πράκτορας

بيع السفن /
وسيط إيجار
وكيل بحري

agentes de
navegação

hajózási ügynök
kikötői ügynök

סוחר ספנות

סוכן אנייה

航运经纪人

船务代理人

Морський агент
Морський брокер

gemi kiralama ve brokerligi
gemi acenteligi

scheepsmakelaar
scheepsagent

agent maritime
courtier
d'affretement

کارگزار کشتیرانی
نمایندگی کشتیرانی

broker navlositor
agent de navă

ladijski posrednik
pomorski agent

mediatore marittimo
agente marittimo

sensor tal-vapuri
agent tal-vapuri



غرفة ملاحية الإسكندرية
Alexandria Chamber Of Shipping

HAPPY FONASBA 50TH ANNIVERSARY



FONASBA

CELEBRATING OUR PAST, INSPIRING OUR FUTURE



FONASBA, THE FIRST FIFTY

“CELEBRATING OUR PAST,
INSPIRING OUR FUTURE”

EDITED BY
JONATHAN C. WILLIAMS FICS
GENERAL MANAGER



FONASBA

Celebrating our Past, Inspiring our Future

ASBA Members congratulate
FONASBA
on its first 50 years
of outstanding service to the
International Maritime Community!

1969 - 2019
50
FONASBA

USA

2019

50th
ANNUAL MEETING

www.fonasba.com

Hosted by the Association of Ship Brokers and Agents (USA) Inc.

"FONASBA -The First Fifty"

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With Best Compliments

"FONASBA -The First Fifty"

INTRODUCTION: AZIZ MANTRACH, PRESIDENT 2018–2021

2019 marks the 50th anniversary of the creation of our Federation and so is a pivotal period for FONASBA in many ways. On one hand, we can proudly look back on the achievements that have been made, particularly in terms of the development of our membership coverage, which has expanded from its beginnings in Europe to encompass the Americas, Africa, the Middle East and Asia. At the same time, we must also project ourselves forward to the next 50 years, and anticipate on how we face the challenges of tomorrow, of whatever nature, and how better to prepare our industry to maintain its position, prosper and adapt to new technologies, cyber attacks and security problems.

Our Federation, which after 50 years is now indeed truly global, is the only voice representing ship brokers and agents at international level. We represent a powerful and diverse worldwide network, and have forged close and effective partnerships with all the international organisations and institutions that are linked to shipping from near or far.

Bringing FONASBA to this position was achieved thanks to the tireless efforts of the previous Presidents, their Executive Committees and their Secretariats and I would like to express my gratitude to all of them and thank them warmly.

We have chosen to publish this anniversary book as it allows us the opportunity both to highlight the history and achievements of our Federation since 1969, and to see how to inspire the future.

In looking forward we must, as both ship brokers and ship agents, think carefully and in detail about the means to modernise the way we work, evolve our old working procedures, embrace new technologies, decide how can we better educate and better train our human resources and above all determine how we continue to deliver quality services to our principals in an increasingly competitive market.

The task is not easy given the global crisis that has persisted for more than a decade, but nevertheless I remain optimistic that we will prevail. After all, ship agents in particular have been adapting to change for 2,000 years so I have every confidence in the future of our profession.

Our decision in 2007 to create and extend the FONASBA Quality Standard across all member countries is an excellent example of the initiatives created for FONASBA Members, demonstrating as it does that quality, and domestic know-how are the keys to the success of the future. We will therefore accelerate expansion of the FQS, and ensure that we continue to develop other initiatives that benefit both our members and our principals.

I am extremely honoured and proud that this landmark occasion is being reached during my Presidency and so am acutely aware of the pressure of history and, more importantly the expectations for the future, that currently rest on my shoulders. With the help of my Executive Committee and the Secretariat, however, I am willing to take the best from the past and utilise it in guiding us to the best of futures.

I wish FONASBA a long life, and to all its members, and partners, I wish you all an excellent celebration of our 50th anniversary.

AZIZ MANTRACH
PRESIDENT



Fenamar, the voice of shipping
agents in Brazil, join the whole
world to celebrate the Fonasba's
50th anniversary...

...And still counting.



Federação Nacional das Agências
de Navegação Marítima

fenamar.com.br

"FONASBA - The First Fifty"

INTRODUCTIONS: JONATHAN C. WILLIAMS FICS, GENERAL MANAGER

When the London office of my employer at the time, Sydney-based ship agent and stevedore James Patrick & Company (PTY) Ltd., moved from Aldgate High Street to the Baltic Exchange in 1982, I noted that the Institute of Chartered Shipbrokers, of which I was but a lowly Associate member, was located on the same second floor as us, which made paying subscriptions and dealing with other membership matters easy. It also brought me into regular contact with John Parker, the Institute Secretary (and unbeknown to me at the time, FONASBA General Manager) as well as occasionally Albert Morris and other ICS nobility. The office door featured a cut glass window graced, in hand painted cursive script, with the words "Federation of National Associations of Ship Brokers and Agents" along the bottom, with the Institute's name above it.

To my shame, I have to admit that I did not take much notice of this name at the time, nor did I make the connection some years later when, at a ship agency conference in London, I met John Barclay of ICS in the lunch queue. Clearly the Fates were lining something up here because I was some years later I was interviewed by John, Barbara Fletcher, the ICS Director, and Philip Wood, ICS Chairman (and later FONASBA President from 2004 to 2006), for the post of General Manager in late 1999 ahead of FONASBA returning to London, and the Institute, after its time in Rotterdam.

A lot has happened since I joined our Federation on 1st February 2000 and much of it is recorded in the following pages. It has been my great pleasure and privilege to have been involved with implementing many of those changes and to ensuring that our Federation has earned and retained its place as the representative body for ship brokers and ship agents and is recognised as being so throughout the global maritime community.

For me personally however, the best thing about being General Manager is that it has allowed me the pleasure of working with the fantastic and, I dare say, unique group of people that make up this wonderful organisation. When Eduard de Clebsattel, my first President, described FONASBA as a family, I was initially sceptical, but as in many things, he was absolutely spot-on. Throughout my time here I have worked with a wide range of organisations in the maritime and related sectors, from IMO and WCO to other representative bodies, and none of them have come close to recreating the same family spirit and atmosphere that runs through everything FONASBA does. That feeling is also not limited to those in the family, because others that have come into contact with us, for example as speakers at events or colleagues from other organisations, have felt the same vibe and remarked how lucky we are to be a part of this community.

I hope that you find this book interesting, entertaining and, above all, a fitting celebration of the first fifty years of the FONASBA family. Fortunately for me, someone else will write about the next half-century but until then, enjoy reading it!

JONATHAN C. WILLIAMS FICS
GENERAL MANAGER





**NAVES
&
the Antwerp* Shipping Federation
congratulate all FONASBA members
with the 50th anniversary
of our global association.**

***The city where international shipping,
diamonds, chocolate and beer feel at home!**

ORGANISATION
MARITIME
INTERNATIONALE



INTERNATIONAL
MARITIME
ORGANIZATION

ORGANIZACIÓN
MARÍTIMA
INTERNACIONAL

SECRÉTAIRE GÉNÉRAL

SECRETARY-GENERAL

SECRETARIO GENERAL

**50th Anniversary of the Federation of National Associations of Ship Brokers and Agents
(FONASBA)**

Congratulatory message

By Kitack Lim

Secretary-General of the International Maritime Organization (IMO)

The world relies on international shipping and benefits from its smooth operation, by which food, commodities, raw materials, energy and consumer goods are moved reliably and effectively around the globe at a low cost.

International shipping is central to the functioning of global trade – and global trade would not function without the services of ship brokers and agents. They are part of the complex system which enables shipping to work efficiently with ships, ports and people ensuring the delivery of everything that people need and want.

Since 2007, the Federation of National Associations of Ship Brokers and Agents (FONASBA) has held consultative status at IMO, bringing the expertise and experience of its members to relevant IMO fora. This ranges from input on the revised Facilitation Convention; to container weighing; to voluntary cooperation between the port and shipping sectors to reduce greenhouse gas emissions from ships.

When we look at the challenges ahead to achieving the UN 2030 Agenda and the Sustainable Development Goals, it is clear that the maritime sector has a huge role to play – and everyone in the maritime world can contribute to safer, cleaner, greener and more sustainable shipping.

IMO benefits greatly from the input of non-governmental organizations. It gives me great pleasure to congratulate FONASBA on its 50th anniversary and I look forward to ongoing and continued collaboration in the future.

Kitack Lim

Secretary-General



WORLD CUSTOMS ORGANIZATION
ORGANISATION MONDIALE DES DOUANES

Established in 1952 as the Customs Co-operation Council
Créée en 1952 sous le nom de Conseil de coopération douanière

On behalf of the World Customs Organization (WCO) and its Member administrations, I would like to take this opportunity to congratulate the Federation of National Associations of Ship Brokers and Agents (FONASBA) on its 50th Anniversary.

FONASBA has reached an important milestone : 50 years of serving the global maritime sector by acting as the international voice of ship brokers and agents and providing ship owners across the globe with knowledge, expertise and advice to enhance the delivery of quality service.

The ties of cooperation between FONASBA and the WCO date back over 25 years. Our Organizations have always shared the common interest of simplifying and harmonizing port procedures, including Customs procedures, and in this context, we have both recognized the importance of the availability of quality data in a timely manner, in order to effectively secure and facilitate global supply chains.

Both the WCO and FONASBA have been actively pursuing the development of standards for our Members, aimed at providing international trade stakeholders with an enhanced level of transparency and predictability that helps to facilitate trade around the world.

The WCO has always promoted the need for developing sustained and robust Customs-Business partnerships, in order to effectively respond to trade facilitation requirements, promote economic development and enhance levels of compliance. In this connection, it would be remiss of me if I did not recognize FONASBA's valued participation in the work of the WCO Private Sector Consultative Group, a tangible contribution to the WCO's partnership approach.

Additionally, the WCO, like FONASBA, places a great deal of emphasis on knowledge-sharing, training and capacity building, activities that are critical to our Members, especially in assisting them to tackle the challenges and take advantage of the opportunities presented by the 21st Century global trade environment.

With this approach in mind, the WCO remains committed to supporting efforts aimed at raising the level of professionalism within the private sector; hence our recent launch of the WCO Academy, an online platform for trade professionals to enhance their knowledge on Customs-specific topics.

As FONASBA celebrates its anniversary in the year that the WCO is promoting its "SMART Borders for Seamless Trade, Travel and Transport" theme, we would encourage FONASBA Members to join us in taking this theme forward throughout 2019, enabling us to collectively achieve our goals through smarter thinking and working.

In closing, I would like to once again wish FONASBA a very happy 50th Anniversary celebration, trusting that the Federation will go from strength to strength and continue to work closely with the WCO and the broader international Customs community.



Kunio Mikuriya,
Secretary General,
World Customs Organization.



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Mr Aziz Mantrach
President
FONASBA
The Baltic Exchange
38 St. Mary Axe
LONDON, EC3A 8BH
United Kingdom

30 May 2019

Dear Mr Mantrach,

CELEBRATING FONASBA'S 50TH ANNIVERSARY

On behalf of the International Chamber of Shipping (ICS), I would like to congratulate FONASBA on reaching its 50th anniversary, which is an impressive milestone.

As you will be aware, ICS is the principal international trade association for shipowners, representing all sectors and trades via our membership of national shipowners' associations. We applaud the important services which FONASBA members undertake on behalf of shipowners worldwide in support of their activities and the smooth flow of maritime trade.

The work undertaken by FONASBA is very much appreciated, in particular our good co-operation at the International Maritime Organization (IMO) Facilitation Committee.

We wish you every success and look forward to continuing good co-operation between our associations on matters of common interest, on behalf of the wider shipping industry.

Yours sincerely

Esben Poulsson
Chairman



From the office of
Mark Jackson Chief Executive

Jonathan C. Williams
General Manager
FONASBA
38 St Mary Axe
London
EC3A 8BH

6 August 2019

Dear Jonathan,

The Baltic Exchange congratulates the Federation of National Associations of Ship Brokers and Agents on reaching its 50th anniversary.

A key achievement over this period has been to professionalise the ship broking and agency business. By helping owners, operators and charterers identify professionally run and financially secure partners to handle their ships and cargoes, FONASBA has helped raise standards across the industry. Agents and brokers are an integral part of any voyage allowing port calls to be managed as efficiently as possible. We applaud your firm commitment to training at all levels of the broking and agency business and support the raising of standards across the industry.

The Baltic Exchange is proud to provide a home to FONASBA at our St Mary Axe building in the heart of the City of London. We look forward to working with FONASBA for many years to come.

Yours sincerely,

A handwritten signature in black ink, appearing to read "MJ Jackson", with a long horizontal flourish extending to the right.

Mark Jackson
Chief Executive

Our word **our bond**

The Baltic Exchange Limited | 38 St Mary Axe | London | EC3A 8BH | United Kingdom
Registered in England and Wales Number 64795



Mr Aziz Mantrach
President of FONASBA

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papagiannopoulos@commonprogress.gr

26 April 2019

Dear Mr Mantrach,

As President of BIMCO, I am pleased to convey to you my warmest congratulations in conjunction which the 50 years' anniversary of FONASBA. Despite its young age, FONASBA has already a long time ago established itself as a worthwhile and relevant organization representing brokers and agents worldwide.

I understand that FONASBA will be celebrating the 50 years at its annual meeting in Miami in October. Unfortunately, I cannot be there myself, but I understand that Mr Søren Larsen will join you and cement even further the close relations between our two esteemed associations.

With best wishes for a bright future of FONASBA I remain,

Yours sincerely,

Kind regards,
BIMCO

A handwritten signature in black ink, appearing to read 'Anastasios', is written over the printed name and title.

Anastasios Papagiannopoulos
President



COMITÉ MARITIME INTERNATIONAL

SECRETARY-GENERAL

24 May 2019

Mr Jonathan C Williams
General Manager
FONASBA

Dear Mr Williams,

Re: FONASBA 50TH ANNIVERSARY

On behalf of the President, Executive Committee and Members of the Comité Maritime International (CMI), it gives me great pleasure to convey our heartiest congratulations to FONASBA on reaching this significant milestone in its history.

In its half century of operations, FONASBA has played a pivotal role in advancing the interests of the international ship agency and ship broking community; and, while the focus of CMI (promotion of the uniform application of international maritime law) and that of FONASBA (promotion of fair and equitable practices to ensure that the needs of its Members are understood at the international, regional and national levels) is different, both CMI and FONASBA, through their respective programmes and activities, share the goal of promoting the highest possible standards of global ocean governance.

We wish you every success in your future endeavours and look forward to collaborating with FONASBA in areas of mutual interest.

With our very best wishes.

Yours sincerely,

Dr Rosalie Balkin AO
SECRETARY-GENERAL, COMITÉ MARITIME INTERNATIONAL



20 May 2019

FONASBA 50TH ANNIVERSARY

On behalf of INTERCARGO, I would like to extend our sincerest congratulations to FONASBA on reaching its 50th anniversary this year.

FONASBA has unceasingly worked all these years for the benefit of international trade and the shipping industry.

We take this opportunity to extend thanks from us all for your invaluable contribution during the last 50 years and we wish you all the best for your celebration and for the years to come.

Dimitris J. Fafalios
INTERCARGO Chairman



INTERTANKO

The International Association of Independent Tanker Owners
– For safe transport, cleaner seas and free competition –
www.intertanko.com

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FONASBA
The Baltic Exchange
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08 August 2019

To all at FONASBA

The International Association of Independent Tanker Owners (INTERTANKO) extends its warmest congratulations to FONASBA on its 50th anniversary.

We very much value the reciprocal membership status we share with FONASBA which has enabled us to work together on issues of common concern on many occasions, especially on documentary and chartering aspects of shipping.

INTERTANKO was the first shipowner association to give its endorsement to the FONASBA Quality Standard back in 2007 and we continue to support it as a sign of quality and reliability when it comes to selecting an agent.

We hope and expect to continue to work with FONASBA well into the next 50 years.

Congratulations!

Yours sincerely,

Katharina Stanzel
Managing Director
INTERTANKO

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**Congratulations to FONASBA from the Members of the
International Port Community Systems Association**

From semaphore to smartphone; Telex to data exchange; Paper filing to data storage. Evolution, sometimes revolution and in a number of cases innovation (Container, world wide web, smartphone) have lead to a change in operations or were disruptive to traditional shipping activities. All have an impact on the day to day routines of ship agents and their agencies. All these changes have needed action, with changing workflows, changes in regulations, legislation which also create new opportunities.

Ship agencies rely on their national associations to support them and in turn that voice is taken up by FONASBA at the level of the UN, IMO, EU and more global oriented organisations. That is where FONASBA stands for.

FONASBA is their mainstay and to stay in shipping terms, cutting through high waves and full steam ahead. FONASBA and its member associations have our continuing respect for their international decisiveness and tenacity.

50 years old? No 50 years young, we all know life starts at 50.

Our congratulations go to the board and the members of this great association.

Thank you for the constant and constructive cooperation and friendship.

We are looking forward to continue our fruitful and global relationship the years to come.

Hans Rook

Chairman IPCSA

International Port Community Systems Association



International Transport Intermediaries Club Ltd

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www.itic-insure.com

Date: 9th May 2019

Dear President,

FONASBA's celebration of 50 years since 1969

As the largest insurer of shipbrokers and ship agents throughout the world, ITIC has much pleasure in congratulating FONASBA on reaching its 50th birthday. Shipbrokers and agents are under pressure worldwide and the work done by national associations representing them is vital. The role of FONASBA in providing those national associations with a global forum is invaluable.

As a long-standing Club member of FONASBA, ITIC has been proud to have participated in its annual meetings and to work with the Federation to promote the interests of shipbrokers and agents.

With very best wishes for the next 50 years

Yours faithfully

A handwritten signature in black ink, appearing to read 'Lars Säfverström', is written over a light blue rectangular background.

Lars Säfverström

Chairman - International Transport Intermediaries Club Ltd

For International Transport Intermediaries Management Co Ltd.
Managers of International Transport Intermediaries Club Ltd

**ITIC
IS MANAGED
BY THOMAS
MILLER**

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The SHIPBROKERS' REGISTER

Dear FONASBA,

50 years! It has been an incredible ride! I have seen many of you in person at the annual meetings around the world. Your support, empathy, and unwavering belief that I could and would do great things, has been a beacon of hope and a challenge that I constantly strive to meet.

For the The Shipbrokers'Register, 30 years of being a member of FONASBA is a long time. Few things in our lives or in the world last that long. The average tech startup does not quite make two years. I am honored and humbled that you have embraced us all this time, and I promise that in the decade ahead, we will deliver more and better work in the areas you need. We believe in making data that others hide more transparent and accessible.

Thank you for the 30 remarkable years of warmth, friendship and trust. We could definitely not have done it without your support, nor are we able to take the next steps without your assistance.

Without your confidence in The Shipbrokers'Register and services it has provided throughout the years, our story would not have been so successful.

With deep appreciation,

The SHIPBROKERS' REGISTER

Göran Wramfelt MICS

Managing Director

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VAPUR DONATANLARI VE ACENTELERİ DERNEĞİ

MARITIME ASSOCIATION OF SHIPOWNERS AND AGENTS
FOUNDED 1902

As one of the oldest non governative organization in Turkey , the **“Maritime Association of Shipowners and Agents”** at that time called “Chambre Maritime Des Compagnies de Navigations Etrangeres a Constantinople” was founded in Istanbul the 6th of November 1902 by ships agents and foreign steamship companies calling the port of Istanbul with the scope to resolve in an amicable way problems they were facing with the local traders and other shipping companies.

The association acted as the Chamber of Shipping until 1982 when the Turkish Chamber of Shipping was officially established.

Today , with its 120 active members representing almost 100 per cent of the liner shipping agency services in Turkey and its 116 years history, the **“Maritime Association of Shipowners and Agents”** is actively involved together with the **Turkish Chamber of Shipping** , in maintaining the relations of its members with the governmental bodies while on the other hand keeps the high standards within the shipping community ensuring consequently the reliability of its members within the national and international shipping world.

The **“MARITIME ASSOCIATION of SHIPOWNERS and AGENTS ”** is proud to be member of **FONASBA** since 2010.



***Panama Chamber of Shipping
Congratulates FONASBA on its***

50
Anniversary

Best wishes in the coming years



Panama Chamber of Shipping

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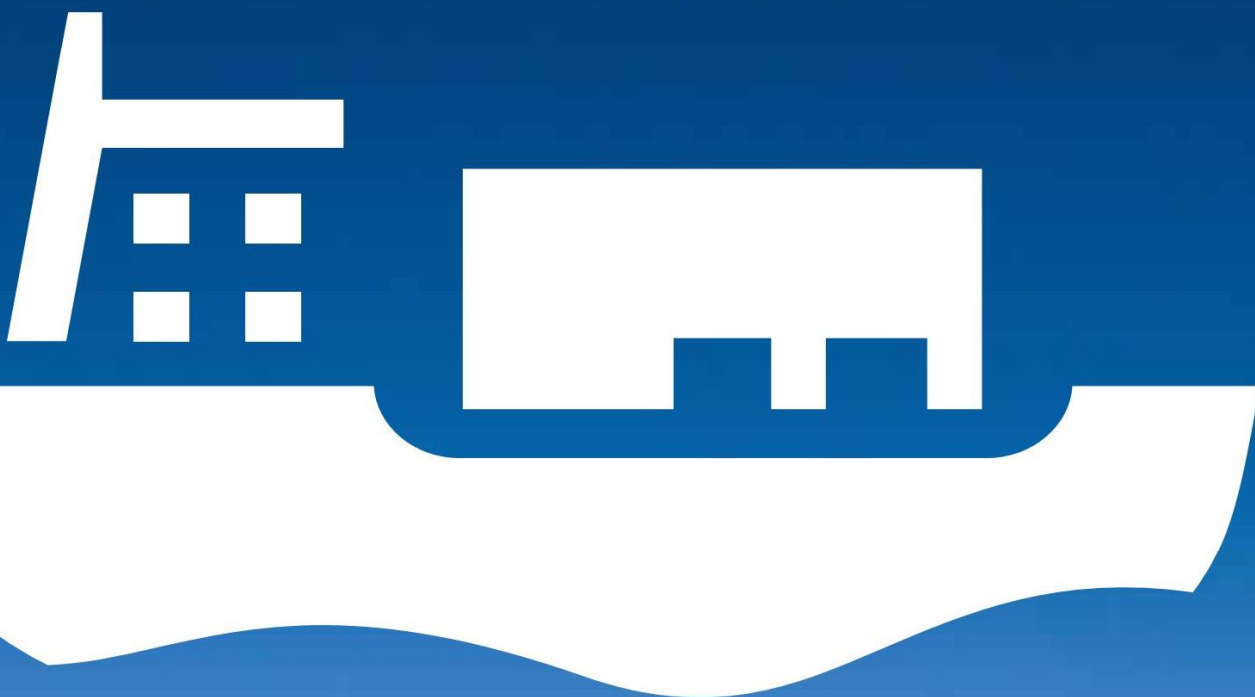
contact: mercadeo@camaramaritima.org.pa



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"Celebrating Our Past"

A Short History of FONASBA

Part 1: "In the Beginning" 1969—1974

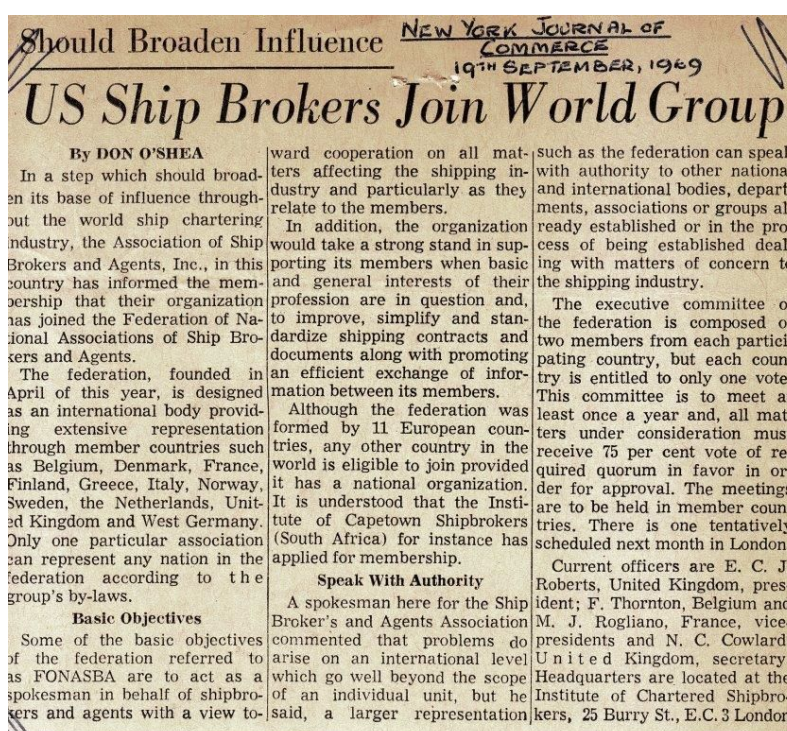
Documents in FONASBA's archives indicate that discussions around the formation of an international ship brokers' and ship agents' association began as early as 1952. Even then, there were concerns amongst national associations in Europe about downward pressure on agency fees, declining standards in professional conduct, lack of recognition of the value of the ship agent by owners and operators, in fact all the issues that are still with us today!

These discussions continued on and off until early 1969 when it was agreed to convene a meeting of national associations at the offices of the Institute of Chartered Shipbrokers, which was then located at the Baltic Exchange at 24/28 St. Mary Axe, adjacent to where FONASBA resides today. (The old Baltic Exchange, destroyed by a vehicle bomb at 9.21 p.m. on Friday, 10th April 1992, had entrances in both St. Mary Axe and Bury Street, and ICS then used the Bury Street address).

The inaugural meeting of F.O.N.A.S.B.A., as it was then styled, took place on 23rd April 1969 and was attended by representatives of eleven European shipbroking and ship agency associations from Belgium, Denmark, Finland, France, Great Britain, Greece, Italy, the Netherlands, Norway, Sweden and (as it was then) the Federal Republic of Germany. The meeting elected Eric C.J. Roberts FICS, then Chairman of the Institute, as its first President with Mr. Frank Thornton AICS of Belgium and Mr. Max Rogliano of France as the Vice Presidents. Mr. Noel C. Cowlard, Secretary of the Institute, took on the additional role of Secretary to FONASBA. A copy of the press release is reproduced on the following page.

Clearly the press release got to the right people because by September 1969, the first non-European member, ASBA in the US, had joined the Federation, followed in November by ASABOSA, the South African association.

*A press report
from the New
York Journal of
Commerce
issued on 19th
September
1969*



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The Federation of National Associations of Ship Brokers and Agents

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"FONASBA", LONDON, E.C.3.

All communications to be addressed to the Secretary

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25 BURY STREET,
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PRESS RELEASE

THE FEDERATION OF NATIONAL ASSOCIATIONS OF SHIP BROKERS AND AGENTS

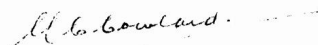
As a result of discussions between representatives of National Ship Brokers and Agents Associations from Belgium, Denmark, France, Finland, Greece, The Netherlands, Italy, Norway, Sweden, United Kingdom and West Germany the above Federation has been formed.

It has long been felt that such an organisation was necessary for the purpose of speaking on behalf of Ship Brokers and Agents with a view to co-operation on all matters affecting the Shipping Industry at International level with representative bodies of Shipowners, Charterers etc., and any other such organisations.

The first officials of the Federation are:

<u>President</u>	-	E. C. J. Roberts, Esq., F.I.C.S., (United Kingdom)
<u>Vice-Presidents</u>) -	F. Thornton, Esq., A.I.C.S., (Belgium)
) -	Monsieur M. J. Rogliano., (France)

As will be seen this Federation is established in London, and all communications should be addressed to the Secretary at the above address.



Secretary
(N.C. Cowland)

*FONASBA's
first ever press
release, issued
on 24th April
1969*

(Continued from page 28)

At the end of the first year, on 24th April 1970, the members once again convened in London, and with Eric Roberts having stepped down, Frank Thornton, now promoted to FICS, was elected President, supported by E. Jaegar of Germany and G.F. Kielland of Italy as Vice Presidents. The meeting also elected Ireland, Morocco and Portugal to membership, bringing the total number to 16. That meeting also issued the first set of "Objects and Rules" which, with admirable brevity, ran to just four pages, comprising three Objects and only fourteen Rules, one of which was a list of the founding members. Object 3 set out the guiding principles of the Federation as follows:

As an International Federation to speak with authority on all relevant matters appertaining to the shipping profession in so far as ship brokers and agents are concerned.

To operate a Federation which shall be sufficiently extensive and reputable to justify its participation with other national and/or international bodies, departments, authorities, associations or organisations already established or to be established who are consulted on matters of concern to the shipping profession.

To encourage a fair and equitable practice of the profession of ship brokers and agents and to that effect:

To support its members when the basic and general interests of their professions are in question.

To co-ordinate common efforts aiming at improving, simplifying and standardise shipping contracts and documents.

To ensure an efficient exchange of information of general or particular interest.

To hold such conferences and meetings as may be necessary for the discussion of professional affairs, interests and duties, to give lectures if requested.

That as may be warranted in the circumstances, at any given time the Federation may issue publications, newsletters, press releases, or take such action as may be deemed necessary in the interests of the profession.

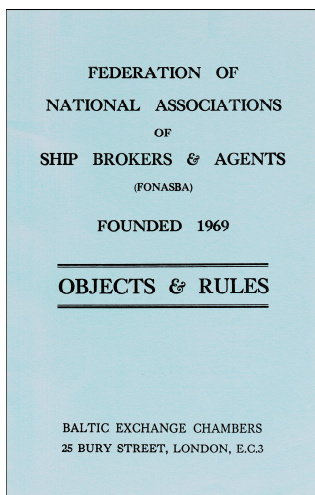
Compare those to the current Article 2 of the FONASBA Articles and By Laws and it is clear that apart from some minor revisions to the words used, after 50 years the overall aims and objectives of our Federation remain essentially unchanged.

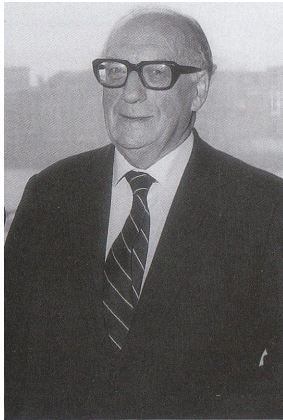
The Objects and Rules also established the principle of one vote per country and of the meetings of the Federation rotating amongst the members, both of which also endure to this day. One rule that has not survived however is that the Executive Committee comprised two representatives of each member association, clearly not something that could be contemplated with today's significantly expanded membership.

By January 1970, work had begun on FONASBA's first agency documents, the Standard Liner Agency Agreement, which was published in late 1972 and followed, shortly thereafter, by an agreement specifically for the then very new, but rapidly developing, container sector.

April 1971 saw the first Executive Committee meeting held outside London with the members being hosted by Mr. Thornton at the offices of the Antwerp Maritime Federation. During that meeting, Mr. Thornton stepped down and Franco Kielland was elected President. His Vice Presidents were Mr. W. Pieters of the Netherlands and Mr. J. Ancelin of France.

(Continued on page 31)





*Albert E. Morris FICS,
First FONASBA
General Manager,
1971 to 1977*

(Continued from page 30)

Concern over the workload on Mr. Cowlard led to the appointment of Mr. Albert E. Morris FICS, a former Chairman of the Institute, as his assistant. This development started a debate about the resourcing FONASBA that, like many others, continues to date. That year, a flat annual membership fee of £150.00 per member association was in place and proposals to change it to a different basis were the subject of some lively discussion. £150 in 1969 is worth approximately £2,200 today!

A positive step in terms of enhancing FONASBA's secretarial support was taken at the October 1971 Genoa Executive Committee meeting, when Albert Morris was confirmed as the first General Manager with Mr. Cowlard retaining his position of Secretary, taking responsibility for the administration of the Federation. That same meeting also saw the establishment of the first Standing Committees, at the time covering Liner Agency, Tramp Agency and Chartering & Documentary.

By this time the basic guiding principles of FONASBA were well-established and these provided a firm foundation on which to build the Federation that we know and recognise today.

Full Member countries that joined FONASBA between 1969 and 1974 were:

Belgium*,
Denmark*,
Finland*,
France*,
Germany*,
Greece*,
Great Britain*,
Ireland,
Italy*,
Japan,
Morocco,
the Netherlands*,
Portugal,
South Africa,
Sweden* and
the USA.
* Indicates Founder
Members



*The Bury Street entrance to the
Baltic Exchange and the Institute
offices*

Part 2: "Consolidation and Early Growth" 1975–1989

The election in 1975 of John Besman of the USA as the first non-European President of FONASBA saw an increase in efforts to expand membership beyond Europe and at the Council Meeting in New York in October that year Japan was present for the first time. It was also reported that approaches had been made to associations in Australia, Canada, Israel, Indonesia and Turkey, as well as to East Germany and Switzerland.

The New York Meeting also saw the creation of a formal Membership Committee, whose role would be *"to examine approaches from prospective members, and make recommendations"*. This remains the role of the Membership Committee to this day.

Another new committee established in 1975 was the "Common Market Liaison Committee", which consisted of the representatives of France, the Netherlands, West Germany and Belgium. (The "Common Market" was the short name for the European Economic Community, now the European Union). The first Chairman was former Vice President Mr. J. Ancelin of France. Interestingly, the initial role of the Committee *"consists only in gathering as much information as possible, likely to interest ship brokers and agents in connection with the port and transport policy of the E.E.C. on the one hand, the exercise of the profession on the other hand. It was agreed that no initiative whatsoever should be taken towards European Authorities"*.

As always, means by which FONASBA's income could be enhanced beyond membership fees was on the agenda of the New York meeting and a number of options were discussed including, for the first time, the use of paid advertisements from interested parties in FONASBA publications. A number of suggestions were put forward to increase the number and frequency of FONASBA publications, and thus opportunities for taken advertisements, but at the time the decision was taken that both ventures were too risky.

Also under consideration was the concept of "Consultative Membership" which was suggested as being a means by which individual companies and professional bodies such as P&I Clubs could also join FONASBA. Whilst there was broad agreement that professional and other related organisations should be invited to join FONASBA, the idea of inviting individual companies to do so was strongly opposed, the view of the Council members being that it weakened the position of the national associations.

The meeting also received reports on the close cooperation between FONASBA and BIMCO on standard time sheets and the development and promotion of the "NORGRAIN" charterparty. FONASBA was also reported as working closely with UNCTAD on a number of shipping-related documents that organisation was developing.

In another development that continues to resonate within FONASBA, the meeting discussed the legal protection of the ship agency and ship broking professions. Individual ship agents in Belgium had recently been required to obtain an operating license and were required to deposit a significant sum of money as a bond. This led to a discussion on the way ship agency was regulated and the impact of unqualified individuals offering ship agency services. The arguments for and against licensing and regulation in all its facets were reported as being discussed and as may be expected they are very similar in character and content as the discussions that still take place today!

Albert Morris retired as FONASBA General Manager in 1976 and was succeeded by John H. Parker FICS, the Secretary of the Institute of Chartered Shipbrokers. He would

1975:
Membership
and Common
Market Liaison
Committees
Formed

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*John H. Parker FICS,
General Manager
1976 - 1990*

hold the post until FONASBA moved to Rotterdam in mid-1990.

By the time FONASBA reached its 10th anniversary in 1979, the body of documentary work that it was undertaking was impressive, cooperating as it was with BIMCO on a number of forms and clauses as well as contributing to documentary work being undertaken by INTERTANKO. Indeed, such was the concentration of work on documentary matters that one of the delegates at the Seville Annual Meeting asked if it was possible to scale it back in order that other work could also be undertaken. Whilst the President, Mr. P.F. Dardalet of France, said that the present level of documentary work should indeed continue, it is clear there was room for other work to be undertaken, including developing a memorandum providing guidance to members on securing adequate funding in advance of the arrival of the vessel.

The Liner Committee had revised and issued the latest version of the General Agency Agreement earlier that year and the updated version of the Standard Liner Agency Agreement was expected to follow in early 1980.

The meeting also agreed that INTERTANKO should be invited to participate in future Annual Meetings. It also noted the formation of INTERCARGO, the International Association of Dry Cargo Shipowners, and the Secretariat confirmed it would be making contact with the new association to develop contacts and exchange views.

Agency fees continued to be a source of debate and discussion and in particular the use, and reported undercutting, of national agency fee scales. In order to try to restrain this practice, FONASBA entered into active discussions with BIMCO, and INTERTANKO to seek their support in encouraging ship owners to respect published agency tariffs. The growing trend towards liner agents receiving a percentage of the freight as remuneration, rather than a set agency fee, also promoted some discussion. Present day liner agents may be interested to know that it was reported to the meeting that *"some years before, the Federation had been advised of this practice, which it heartily deplored!"* How times change!

At the 1986 Council meeting in Marseilles, the bias in favour of documentary work seemed to be lessening, with the Liner & Port Agency Committee reporting that a significant volume of agency work was being undertaken by the regional "Range Committees" that had been established to bring a more local focus to the issues in hand. At that time, the Committees were CNAPSCO; the Continental and North Atlantic Ports Sub-Committee covering northern Europe, MEDAS; the eponymous Mediterranean Sub-Committee, SCANCOM; representing the Scandinavian members and BRISCOM, covering Great Britain and Ireland.

L&PA Committee Chairman Edouard de Clebsattel reported that the range committees had addressed a number of issues including the remuneration of liner agents, whether bills of lading would be better clausured "freight to be paid at loading port" instead of just "freight prepaid" and the declining revenues of ship agents in the Mediterranean as a result of changing trade patterns. It appears from the minutes of the Marseilles meeting that the concept of liner agents being paid a commission on the freight earned had now been accepted, the discussion had now moved on to how the commission was calculated.

The growing interest being shown by UNCTAD in the ship agency sector was viewed with some suspicion, with Mr. de Clebsattel being recorded in the minutes as stating

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(Continued from page 33)

that *"unless we take positive action now, our activities will be controlled by UNCTAD rules in 5 to 10 years time"*. Thankfully this did not come to pass, with UNCTAD, actively encouraged and guided by FONASBA, issuing their "Minimum Standards for Ship Agents" document in 1988. This was much less proscriptive than had been feared, providing a set of guidelines for the establishment of efficient ship agency sectors, mainly in developing countries, rather than a set of rules and regulations governing the profession. The active cooperation between FONASBA and UNCTAD continues to the present, with FONASBA preparing to send its draft of revised and updated Minimum Standards back to UNCTAD and the UNECE for review later in 2019.

By the end of the 1980's, the workload on General Manager John Parker was increasing significantly, mainly as a result of a decision by the Institute of Chartered Shipbrokers, for whom he also worked as Secretary, to expand and develop its education and other activities. It was therefore agreed that between FONASBA and the Institute that the current representation agreement would be terminated in 1990 and the FONASBA Executive Committee would endeavour to find a home with one of its other members. John Parker therefore resigned from FONASBA on 30th June 1990. The search for a new home resulted in the FONASBA Secretariat being moved on a temporary basis to Rotterdam and hosted by the Dutch association VRC. The relocation became permanent when agreed by Council at the 1990 Annual Meeting in Stockholm. At that time, Mr. Meinhard JV Sprenger was confirmed as the new General Manager, albeit still on a part time basis. In his address to Council, President Nicos Cotzias thanked the Institute for having hosted FONASBA since its establishment in 1969, stating that *"I consider it more than appropriate to point out Mr. Parker's 15 years sterling service and valuable contribution to FONASBA's advancement which will always be remembered with gratitude by the membership. The Executive also likes to convey its appreciation and thanks for the strong support and assistance we always received from the Institute of Chartered Shipbrokers in London. We trust that the loyal support of the Institute will remain as it has always been, thus reinforcing FONASBA's worldwide importance further"*.

So with the move to Rotterdam, another new chapter in FONASBA's history begins....

Full Member countries that joined FONASBA between 1975 and 1989 were:

Spain



Taken at the Dublin Annual Meeting in 1987, President Franco Novi, (second left) is seen with Lt. Cdr. Liam Smith of the Irish Ship Agents' Association (left) and General Manager John Parker FICS (right)

Part 3: "The Rotterdam Years" 1990–1999

The collapse of the Soviet Union and the granting of freedom to its former satellite states in Eastern Europe at the turn of the decade allowed FONASBA to look to actively expand its membership coverage in eastern Europe and the first former Eastern Bloc country to join was Hungary, in October 1991, followed by Poland in March 1992. The dissolution of the former Yugoslavia and its declaration of independence in 1991 allowed Croatia to become a FONASBA member in October 1992, followed a year later by Slovenia.

Although FONASBA remained at the time a primarily European organisation, evidence of membership expansion elsewhere came with the election at the meeting of FENAMAR of Brazil, FONASBA's first member in South America.

The continued expansion of the Federation, together with its increasing engagement in the development of documentation and other policy issues relating to the transport of goods by sea, allowed the then President, Heinrich Grammerstorf of Germany, to claim at the 1991 Annual Meeting in Lübeck that FONASBA had finally come of age and was able to take its rightful place amongst major international maritime consultative bodies,

Grammerstorf also drew the attention of Council to the increasing use of IT technology, then known as EDI or electronic data exchange, in the maritime sector and in order to ensure its members were kept fully up to date on all relevant developments, a working group was established shortly thereafter under the auspices of the Liner & Port Agency Committee.

FONASBA's representation towards the European Economic Community also received a boost at the meeting with the agreement to establish a European Committee, whose role would be to *"monitor developments, gather and distribute information and /or play an active role in Brussels"*, thus giving it the opportunity to engage more fully in formulating EEC maritime policy than the former Common Market Committee had with just its monitoring role. The original members of the Committee were drawn from Belgium, Italy, Germany, the Netherlands, Spain and the UK. Membership was subsequently expanded to include representatives of the Nordic countries. The first Chairman of the Committee was Eduard de Clebsattel of France.

The 1991 meeting closed with FONASBA issuing a statement of concern at the increasing trend towards container shipping lines opening their own agency offices, thus reducing the number of independent liner agents. The statement read: *"FONASBA (The Federation of National Association of Ship Brokers and Agents) wishes to express its concern about the pressure on independent agents resulting from the growing trend of shipping lines acquiring or forming their own agency companies , thereby greatly reducing the number of independent liner agents."*

Whilst FONASBA acknowledges and recognizes the needs of some lines to create their own identity and rationalize, it also feels very strongly that there is a vital role for independent liner agents in the future of liner shipping. By providing an efficient and competitive service they offer a valuable and flexible service to shipping lines.

Without the independent liner agent, liner trades worldwide could be adversely affected in the long term".

At a meeting with the European Commission in Brussels in January 1992, representatives of the Commission's DG VII, Transport, advised FONASBA that Commission officials were *"only willing to have discussions with EEC-organisations, meaning that FONASBA will not be considered as such"*. It was therefore necessary,

(Continued on page 36)

October 1991:

*FONASBA
establishes its
European
Committee*

(Continued from page 35)

and at very short notice, to establish a separate, purely European, body within FONASBA in order that the views of its members in the EEC could still be voiced in Brussels. ECASBA, the European Community Association of Ship Brokers and Agents, was therefore very quickly constituted, at the time as a sub-committee of the Liner & Port Agency Committee. Through it, FONASBA was able to continue to participate in the meetings of the Commission's Maritime Industries Forum and relevant working groups, such as that on EDI in shipping.

The increasing activity being undertaken by FONASBA on EEC matters led to the first recorded discussions about levying a separate fee on EEC member associations and also further discussions on the need for, and viability of, an office in Brussels.

January 1992:

*The European
Committee is
reorganised as
ECASBA*

It was also agreed in early 1992 that a separate Sale & Purchase Committee should be established as well as a tanker sub-group within the Chartering & Documentary Committee. FONASBA representatives joined forces with representatives of BIMCO, CMI, INTERCARGO and the International Chamber of Shipping to establish the first set of agreed definitions for terms used in voyage chartering and laytime calculations. These were published later that year as the VOYLAYRULES 1992. FONASBA also joined with BIMCO and ASBA in reviewing the "AMWELSH" and "NYPE" charterparties.

The Council Meeting in Santiago de Compostela later that year agreed that a separate fee to support FONASBA's activities in relation to the EEC was justified and this would be applied from 1st July 1993, bringing in a grand total of £3,000 in the first year. It is interesting to note that at the time, non-EEC members were required to pay an ECASBA fee, albeit at a reduced level. It was reported to Council at the time that £800 of the first year's income (at £50 per member) was generated from members outside the EEC!

The Executive Committee also notified Council that it had agreed to start discussions with the Customs Cooperation Council (subsequently the World Customs Organisation) with a view to signing a Memorandum of Understanding between both bodies. The first MoU was signed in Brussels in November 1993, and subsequently renewed and updated in March 2014.

Meinhard Sprenger announced his retirement as General Manager to the Executive Committee ahead of the Annual Meeting and this promoted a further discussion as to whether FONASBA should remain in Rotterdam or return to London. After careful consideration it was agreed that the upheaval and cost of moving back to London so soon after relocating to Rotterdam was not justified and it was therefore agreed that that Rotterdam would remain FONASBA's home for at least the next two years. That being settled, Jan A. van Rossum of VRC was appointed as the next General Manager. Significant losses incurred by FONASBA as a result of variations between the Pound Sterling (in which all subscriptions were still denominated) and the Dutch Guilder (in which the majority of expenses were incurred) led the Executive Committee to decide that with effect from 1st July 1994, all subscriptions would be charged in Guilders.

The 1993 Council Meeting was notable for the first recorded formal proposal that FONASBA should seek observer (consultative) status with IMO, an action that was complicated by presence, at the time, of Taiwan in membership and the conflict this caused with the "One China" policy adopted by IMO. A number of options were put forward for resolving this issue but ultimately it was decided at Council in 1995 that having Taiwan in membership was more important, at the time, than having

(Continued on page 37)

(Continued from page 36)



*October 1995:
FONASBA's first
Annual Meeting
in Africa, Cape
Town*

consultative status and so the project was shelved and ultimately did not come to fruition until 2007.

FONASBA's 1995 Annual Meeting in Cape Town was the first to be held in Africa and as ever it provided a full and busy schedule of meetings.

Continuing concerns over the ability of the FONASBA Secretariat to support the full range of obligations to both European and non-European members led to another discussion regarding the feasibility of a separate Brussels office. Whilst the cost of doing so remained too high to be borne by ECASBA members, it was agreed to commence discussions with the European terminal operators' association FEPORT, which resulted in ECASBA appointing FEPORT, represented by Patrick Verhoeven, as its Brussels representative in 1996, initially on a one year contract, but ultimately the organisation continued to act in that role until 2010.

Difficult as it may be to reconcile such matters in these times of anti-trust laws and anti-competition clauses, discussions on levels of agency fees and commissions for liner agents continued within FONASBA throughout the 1990's and indeed there was even correspondence with the European Commission's Competition Directorate on the subject in 1995.

ECASBA enjoyed another boost to its status within FONASBA in Cape Town when it was agreed at the Council Meeting to elevate it to the status of a Standing Committee, thereby joining the Membership, Chartering & Documentary and Liner & Port Agency Committees. Eduard de Clebsattel, Chairman of the Liner & Port Agency Committee, was appointed as interim ECASBA Chairman, pending a formal election in 1996.

Another recurring theme of the meetings were exchanges on the benefits of statutory recognition against licensing in terms of ensuring that the role of ship agent was recognised and their value to the efficient movement of the vessel through the port and the completion of the various formalities was noted by authorities and regulators. It is fair to report that there were strongly held views on all sides,

Another subject starting to gain prominence amongst ship agents in the mid-1990's was the increasingly common requirement by charterers for suppliers and contractors to be accredited to ISO 9001. The complexity and cost of obtaining and maintaining the ISO Standard would place a significant burden on some ship agents and this led directly to the development, in 2007, of the FONASBA Quality Standard.

FONASBA remained active in terms of developing and publishing maritime documentation, with a number of new forms being issued or endorsed by FONASBA, often in conjunction with BIMCO. Also on the documentary side, the increasing use by charterers of "competitive" agency clauses was also under discussion, with agents expressing their concerns about the opportunities such clauses provided for charterers and others to further drive down agency fees.

Unfortunately, FONASBA's archives, which were brought back from Rotterdam in 2000, do not extend beyond 1995, perhaps as a result of a need to retain certain documentation there by reason of FONASBA's formal registration in the Netherlands, but whatever the explanation, we have to stop here and move on to 2000, and back to London!

Full Member countries that joined FONASBA between 1990 and 1999 were:

Brazil,
Croatia,
Cyprus,
Hungary,
Israel,
Poland,
Russia
Slovenia and
Turkey

Part 4: "Coming Up To Date" 2000–2019



*The Baltic Exchange,
FONASBA's home since
2011.
The building behind, is
on the site of the
original Baltic Exchange
at 28, St. Mary Axe*

It is fair to say that the last two decades of FONASBA's existence has seen the greatest number of changes across all aspects of the Federation's activities, from membership numbers to recognition on the international stage. That claim can be substantiated by comparing membership numbers in 2000 (34 countries represented by Full Members and 9 by Associate Members) with those of today, (48 countries represented by Full or Candidate Members and 15 by Associate Members), the significantly wider global spread of those members, the range of organisations with which it consults and internally, by the number of changes to the Articles of Association and By Laws. The latter were revised 4 times between 1969 and 1999 and 13 times since, demonstrating a clear and unending commitment to ensuring that FONASBA continues to react to changes in the international ship broking and ship agency sectors and to constantly evolve to meet the needs of its members.

As mentioned on the preceding page, the new millennium began with FONASBA moving its headquarters back to London, returning once again to the Institute of Chartered Shipbrokers, albeit now located at 3, St. Helen's Place, just a stone's throw from the Baltic Exchange in St. Mary Axe. With John Parker having retired from the Institute some years before, the author was appointed to the post of General Manager on 1st February 2000, initially on a three day a week basis.

At the time, FONASBA remained primarily a European organisation. Brazil was still the only member in South America and the Far East was represented by just Japan, Taiwan and Vietnam. The push to expand FONASBA's membership into other parts of the world began very shortly afterwards and by 2003, Argentina, Dubai, Kenya and Mexico were members. With the full support of the ROC National Association of Shipping Agencies, the member for Taiwan, 2001 saw FONASBA begin initial membership discussions with China.

Whilst the composition of the Executive Committee had changed over time to meet the demands made on it, in 2000 it still only comprised nine members, including the Vice Chairmen of the three standing committees. The Committee was then strengthened in 2001 by the creation of two Vice President positions, initially occupied by Christakis Papavassiliou of Cyprus and Soren Winger of the USA. To support the drive for increasing membership however, 2002 saw Council approve an expansion of the number of Vice Presidents from two to four, with the expectation being that those roles would increasingly be directed towards expanding membership in nominated areas. In spite of a lack of any formal definition at that time, the two new appointees, Mario Froio of Brazil and Takazo Iigaki of Japan, were tasked with taking forward FONASBA's membership development in the Americas and the Far East respectively.

In 2001 BIMCO approved the latest version of FONASBA's Standard Liner & General Agency Agreement (SL&GAA), which for the first time covered, in the same document, the appointment of an agent for either specific ports, a general region, or both. It also introduced provisions covering the cancellation of an agency agreement, including commitments by the principal to cover the transfer of undertakings that had been made necessary by recent European employment legislation.

At the 2002 Annual Meeting in Rio de Janeiro (the first to be held in South America) FONASBA was introduced by Mario Froio to CIANAM (the Câmara Interamericana de Associações Nacionais de Agentes Marítimos), a newly formed organisation representing ship agents in the Americas and this led to a close and effective working partnership between the two organisations that resulted in a number of CIANAM members joining FONASBA. The first visit by a President of FONASBA to a CIANAM

(Continued on page 39)

(Continued from page 38)

Annual Meeting was made by Umberto Masucci in 2003 (see page 50) and they have continued to participate regularly ever since.

The introduction in 2005 of the new Candidate Membership category would enable smaller associations to participate in FONASBA for a limited time, with a view to them gaining sufficient insight into the value of membership to encourage a subsequent application as a Full member. The first member to benefit from this new category was the Philippine Ship Agents Association which joined in July 2009.

Increasing engagement by the European Commission in maritime affairs required an equivalent increase in ECASBA's activities and in 2000 Committee Chairman Umberto Masucci launched four working groups on short sea shipping & intermodalism, port policy, customs & transit issues and education. Those groups would support the Committee Chairman, the ECASBA Advisory Panel and the General Manager in the development of ECASBA policy on relevant issues. They would also liaise with ECASBA's Brussels representative, FEPORT, in order to ensure that the views of the European members were fully and effectively communicated to the Commission.

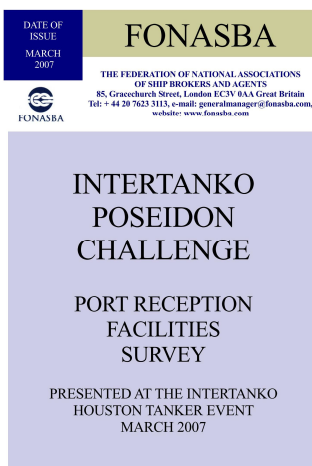
At the same time, the ECASBA Chairman and the General Manager also began to increase the frequency of their visits to Brussels in order to ensure that ECASBA was recognised as an active, and separate, participant in European maritime policy development and also as a regular and committed interlocutor with the Commission Directorates General (DG's) on matters of interest, and occasionally concern, to the members.

2005 also saw the appointment of the author as the first full-time General Manager of FONASBA, thus increasing the capacity of the Secretariat to attend to the growing workload and enabling it to better serve the needs of its members. The June Executive Committee agreed to begin the formal process of applying for consultative status with IMO, whilst at the same time endeavouring to ensure that Taiwan could remain a member of FONASBA. It was also agreed that membership of ECASBA should be broadened to include "candidate" or "applicant" members of the European Union in accordance with the definitions being used by the Commission. As a result of this decision, ECASBA's membership increased by the addition of Bulgaria, Croatia and Turkey.

The following year was a busy one for FONASBA with three major initiatives underway, namely the proposal for a quality standard for ship agents and brokers, participation in INTERTANKO's Poseidon Challenge and the on-going discussions with IMO and the Taiwan association in relation to gaining IMO consultative status. The first draft of the Quality Standard was presented to the Executive Committee at its June meeting and to Council at the Marrakech Annual Meeting. The Poseidon Challenge was an initiative introduced by INTERTANKO based on the "Three Zeros", that is zero fatalities, zero pollution and zero detentions (of vessels), with the aim of publicising and promoting the safety of marine transport of oil and liquid bulk cargoes. As FONASBA's contribution to this project, a guide to slop reception facilities was launched by President Philip Wood FICS at the INTERTANKO Annual Meeting in Houston in March 2007. There was a clear link to the provision of quality ship agency services and the following year the author made a presentation to INTERTANKO's meeting in Istanbul which linked the Challenge actions to the Quality Standard.

The success of FONASBA's participation in the Poseidon Challenge was not mirrored

(Continued on page 40)



Lloyd's List

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Standard measures

AGENTS and brokers around the world come in many shapes and sizes. There are gigantic international groups which might better be described as "global marine service providers". But there are little traditional family companies, in small ports that not many ships use, in faraway countries. There are specialists in arcane elements of the industry. So how can you compare apples and bananas and produce a "quality standard" that is meaningful for all, so that wherever your ship might be found, you will know that your agent and broker are up to par?

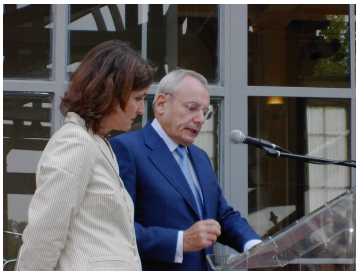
The Federation of National Associations of Ship Brokers and Agents has worked very hard to address these various concerns and has recently published its Quality Standard, agreed by its Council, and which it hopes will become the industry minimum and delight the principals.

It has wisely concentrated on the basics, with the standard focusing on the financial probity of the member firm, its accounting practices, its commitment to train and educate its staff and a willingness to be assessed regularly. It is more detailed than this, of course, but does reflect what an owner or manager is entitled to expect when his ship heaves over the horizon to arrive at an unfamiliar port.

It is not compulsory, of course, but it is hoped that brokers and agents will see the manifold advantages of having that Fonasba imprimatur on its notepaper, and that they will embrace the brand with alacrity. There is some leverage afforded by quality, these days, in an industry in which everyone now expects to have to 'prove' efficiency and safety, quality and an ethical commitment.

Fonasba, which now has a permanent secretariat and presence in London, deserves congratulation for persisting in this worthwhile exercise. It can't have been that easy, with such a diversity of member associations, some exceedingly formal and others depending on the goodwill of a member working late into the night doing the association business in addition to the day job.

*Lloyd's List
leader article,
11th April 2008*



Commissioner Jacques Barrot addresses the first ECASBA seminar, 2006

(Continued from page 39)

in the actions to reconcile IMO's "One China Policy" with the need to retain Taiwan in membership. FONASBA's first application for consultative status, made in early 2006 and based on attempts to change the name of the Taiwanese association to comply with the "One China" policy, was unfortunately turned down by the IMO Council. Having exhausted all the options for meeting the IMO requirements and keeping Taiwan as a member, the decision was in early 2007 taken that Taiwan would resign from FONASBA, thus allowing another application to IMO to be made. The loss of Taiwan notwithstanding, 2007 was a year of significant success for FONASBA as it saw the launch of the Quality Standard at the October Council and the granting of consultative status by IMO at its Assembly Meeting two months later.

2008 began with Members receiving the sad news that John Barclay FICS, President from 1995 to 1997 and, along with John Besman, one of the first Honorary Members of the Federation, had passed away in January. After the return of the Secretariat to London in 2000, John had acted as interim General Manager for the first three months of 2000 and for that period, and indeed until he died, acted as guide, confidant, friend and fount of all knowledge about everything to do with FONASBA, thus making the job of the author in getting up to speed so much easier. He was also a regular participant in Annual Meetings, his last being Marrakech in 2006.

On a more positive note, the Quality Standard got off to a good start, with Great Britain and the USA becoming the first two associations to be accredited to it. INTERCARGO, INTERTANKO and ITIC also offered their enthusiastic public support to it and it was featured in leader articles in Lloyd's List and Fairplay International as well as a detailed article in Lloyd's List by the respected industry commentator, Michael Grey.

ECASBA's profile as a major European maritime consultative organisation enjoyed a major boost in June 2006 when its first European seminar in Brussels was addressed by Transport Commissioner Jacques Barrot. ECASBA was also invited to provide input to a major Commission study on the impact of the proposed 100% scanning rules for maritime containers being considered by the US authorities.

FONASBA's global coverage was enhanced in 2009 when CASA, the China Association of Shipping Agencies and Non Vessel-Operating Common Carriers (CASA), applied for membership in September of that year, joining Japan, the Philippines and Australia in the vitally important Asia Pacific region. It was also a pivotal year for ECASBA as it decided to terminate its representation agreement with FEPORT and to rely on its own resources to ensure it remained fully up to date on all relevant developments.

Concern at the variation in the procedures applied to vessels arriving at ports in Brazil had led FENAMAR to begin collating this information and it had proven very useful in convincing the Brazilian authorities of the need for a consistent approach across the country. It was felt that a similar study would be of value to the wider FONASBA community and so in 2010, the Port Procedures Survey was born. Input from member associations to the Survey has increased steadily since its launch and today covers more than 250 ports in nearly 45 countries and is a useful resource for members and the wider maritime community. As an example of its value, the European Commission referred to it regularly when drafting sections of the current Port Regulation.

Expansion at the Institute of Chartered Shipbrokers and the commensurate requirement for more space at its Gracechurch Street offices led to FONASBA leaving in November 2010 and establishing, for the first time, its own office. With an elegant symmetry this was back at the Baltic Exchange, where the whole story started.

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In 2011, following a visit by the author to India, FONASBA further expanded its coverage in Asia with the election of the Chennai agents association, CHENSAA.

The following year, FONASBA reached another milestone with the election of Marygrace Collins of the USA as its first female President. In the same year, the Secretariat was also strengthened by the appointment of a part-time administrative assistant, Amanda Thomas, to support the General Manager. The FONASBA website was also given a major overhaul to keep it relevant and up to date.

FONASBA's support for the provision of education to the ship agency and ship broking sectors was also enhanced in 2012 with the decision at Council to appoint a Vice President for Education. Capt. Jakov Karmelić of Croatia was appointed to this position, with the task of collecting information on the courses currently being provided by member associations. Additionally he was to review the overall provision and work to encourage associations to provide additional courses to cover any areas overlooked at that time. His initial investigations led to the launch in early 2013 of a searchable database on the FONASBA website of all courses provided by members, which proved popular with students. The most significant development in education in 2013 was, however, the launch of the Lima Declaration, a paper calling on governments, authorities and the maritime industry to support and encourage the value of education and professional standards. A copy can be found on page 73.

Also in 2013, FONASBA dipped a toe tentatively into the rapidly developing world of social media, resulting in the launch of a Linked-In page, followed shortly thereafter by a presence on Facebook. Both have proven to be useful additions to FONASBA's public profile. In the same year the Chartering & Documentary Committee made a start on reviewing FONASBA's suite of documents with a view to revising, replacing or withdrawing them, as appropriate. As reported on page 69, this led ultimately to the development of the Agency Appointment and General Agency Agreements. In the same year, FONASBA joined with colleague associations in IMO in working on the proposal to require all containers to be weighed before loading on board ships.

One of the highlights of 2014 was the signing, by President Marygrace Collins and WCO Secretary General Kunio Mikuriya, of an enhanced Memorandum of Agreement between the two organisations, updating the original that had been in operation since 1993. The signing took place at WCO headquarters in Brussels on 27th May. Later that year, FONASBA launched its Young Ship Agent or Ship Broker of the Year Award, inviting employees of FONASBA association member companies to write a thesis style paper on an issue of their choosing. The Award was opened after the Gothenburg Annual Meeting with the winner being announced in summer 2015.

Following from the enhanced relationship with the WCO, it was suggested FONASBA make an application to join the Organisation's Private Sector Consultative Group which, as its name suggests, is the focal point for interaction between WCO, whose members are the national customs authorities, and the private sector. An initial application was made in early 2015 but this did not succeed, primarily because the Group was undergoing a review and the membership rotation procedure was suspended. A further application in 2016 was strongly encouraged by WCO and this led to FONASBA being invited to join the Group at its October 2016 meeting.

(Continued on page 42)



*WCO Secretary
General Kunio Mikuriya
and FONASBA
President Marygrace
Collins sign the WCO/
FONASBA MOU*



*FONASBA's WCO PSC
Membership certificate*

(Continued from page 41)

The initial Young Ship Agent or Ship Broker Award attracted seven completed entries. These were scrutinised by an independent group of reviewers led by Honorary Member and Past President Gunnar J. Heinonen who determined that the inaugural winner of the Award was Renan Queiroz, a ship agent from Brazil, who received prizes generously provided by the Award sponsors, ITIC and BIMCO, which were presented to him at the 2015 Annual Meeting, which fortuitously took place in Vitória, Brazil. Renan, and subsequent winners of the Award, have contributed their thoughts on the future of our industry, see page 83.

2015 also saw a major upgrade to the FONASBA website which ensured it was able to continue to function efficiently and effectively as FONASBA's primary means of promoting its activities to the world.

As may be expected, in parallel with other developments and actions to enhance benefits to members and increase FONASBA's profile and influence worldwide, expansion of its membership coverage remained a constant and priority action. It was therefore a major boost to those efforts to record that in 2016, the number of countries represented in membership exceeded fifty for the first time, reaching fifty five by June of that year. In other developments, FONASBA began work in conjunction with BIMCO and ITIC to develop updated agency agreement forms which would lead to the publication of the Agency Appointment and General Agency Agreement documents the following year. It also supported the Baltic Exchange in its efforts to exempt freight futures trading from the scope of the new derivatives regulations and started discussions with ASBA with the aim of making a version of their very successful ship agent course available to FONASBA members. The year closed with the Annual Meeting in London, which proved to be the largest ever in terms of participation by member countries, with 39 of the then 55 member countries being present. The London Annual Meeting also saw the presence at the Gala Dinner at the Mansion House of ten Past Presidents who were recognised through the award of Honorary Membership of the Federation. (See also page 46 and the Past Presidents' Recollections on pages 47 to 57). The Lord Mayor of the City of London, Lord Jeffrey Moutevens, himself a senior shipbroker and an Honorary Fellow of the Institute of Chartered Shipbrokers, hosted the event.



*Delegates at the 2016
FONASBA Annual
Meeting in London*

2017 began with the publication of the FONASBA/BIMCO Agency Appointment Agreement, which had been approved at the London Annual Meeting and the November meeting of BIMCO's Documentary Committee. Work also continued on the General Agency Agreement with the aim of finalising it by the end of the year. The increasing workload on the Secretariat, and the departure of the previous Administrative Assistant in late 2016 led to a re-evaluation of the staffing requirements and the clear need for a maritime industry professional to support the General Manager. This need was fulfilled in May 2017 when Victoria Mott MICS (now Victoria Marsh FICS) was appointed as Assistant General Manager. Alongside membership development, promotion of the Quality Standard both internally and externally has been a constant action item and in October 2017 FONASBA was able to announce that the 30th member country, Algeria had been accredited to the Standard.

In 2018, concerns from members in South America led to FONASBA entering into discussion with UNCTAD with the aim of revising and updating the latter organisation's Minimum Standards for Ship Agents, which, as reported on page 34, FONASBA originally gave input to back in 1988. It is anticipated the final draft will be presented to

(Continued on page 43)

(Continued from page 42)

UNCTAD after being endorsed at the Annual Meeting in Miami in October 2019. With the General Agency Agreement having been completed and approved by both BIMCO and FONASBA in late 2017, both it and the AAA were introduced to potential users by means of a webinar broadcast live from BIMCO's offices in Copenhagen in April 2018 and two seminars, held in London and Naples in September. Ensuring that FONASBA was able to continue to keep members up to date on emerging trends and developments, it was announced in 2018 that a working group would be established under the Liner & Port Agency Committee to review and report on the growing impact of blockchain, artificial intelligence, the internet of things and other emerging technologies on the ship agent. The first report of the group, to the Miami Annual Meeting, will be eagerly awaited. In a major change to its previous procedures, the election of officers at the Annual Meeting in Cancún saw the appointment of the first Executive Committee to serve a three year term, two years having been the norm since the first committee was formed in 1969.

And so we come up to date and this short history concludes with a summary of where FONASBA stands today. FONASBA in 2019:

- Covers 63 member countries on all five continents
- Is recognised as the worldwide representative body for ship brokers and ship agents
- Has consultative status, or equivalent, with all the major international and regional maritime industry regulators
- Is regularly consulted on matters relating to ship agency and ship broking and its opinions are valued
- Enjoys excellent and close working relations with all relevant industry bodies
- Has ensured the FONASBA Quality Standard is recognised worldwide as a robust and effective quality label, valued and increasingly used by ship owners, operators and charterers when appointing agents
- Has developed clear, appropriate and well-respected documents that are in regular use in the appointment of ship agents

All of these achievements are fully in accordance with the intentions of the founders of our Federation fifty years ago when they stated in the original press release (see page 29) that *"such an organisation (is) necessary for the purpose of speaking on behalf of Ship Brokers and Agents with a view to cooperation on all matters affecting the Shipping Industry at international level with representative bodies of Shipowners, Charterers etc., and any other such organisations"*.

FONASBA will continue to grow and develop into the future but I would like to think that if they were around today, the representatives of the eleven founding members that met in the Baltic Exchange on 23rd April 1969 would be proud of what we have achieved on their behalf. As their heirs and successors, I think we can be too.

JONATHAN C. WILLIAMS FICS
GENERAL MANAGER
LONDON, JULY 2019

Full or Candidate
 Member countries that
 joined FONASBA
 between 2000 and
 2019 were:

Algeria
 Angola
 Argentina
 Australia
 Bulgaria
 China
 Costa Rica
 Côte D'Ivoire
 Dubai
 Egypt
 India
 Iran
 Jordan
 Kenya
 Lebanon
 Malta
 Mexico
 Panama
 Peru
 Syria
 Ukraine and
 Uruguay

"Celebrating Our Past"

Until 2018, FONASBA Presidents were elected serve for a maximum two year term. From 2018 onwards, Presidents are elected to serve for a maximum three year term.

*Those Past Presidents marked * have contributed a recollection of their time in office.*

See Pages 47 to 57

FONASBA TIMELINE 1969 - 2019

Date:	President	Office	General Manager
1969	E.C.J. Roberts FICS Great Britain	1969 - 1989 C/o: The Institute of Chartered Shipbrokers, LONDON	N.C. Cowlard (Secretary)
1970 - 1971	F.Thornton AICS Belgium		
1971 - 1973	F. Kielland Italy		A.E. Morris FICS (General Manager)
1973 - 1975	W. Pieters The Netherlands		
1975 - 1977	J.P. Besman USA		J.H. Parker FICS
1977 - 1979	O. Dreyer-Eimbke Germany		
1979 - 1981	P.F. Dardalet France		
1981 - 1983	C.A.L. Clarke MC FICS Great Britain		
1983 - 1985	F. Stangebye Finland		
1985 - 1987	P.T. Hubble South Africa		
1987 - 1989	F. Novi* Italy	1990 - 1999 C/o: Vereniging van Rotterdamse Cargadoors ROTTERDAM	M.J.V. Sprenger
1989 - 1991	N.J. Cotzias Greece		
1991 - 1993	H. Grammerstorf Germany		J.A. Van Rossum
1993 - 1995	D. Jennings Ireland		

"Celebrating Our Past"

Until 2018, FONASBA Presidents were elected serve for a maximum two year term. From 2018 onwards, Presidents are elected to serve for a maximum three year term.

*Those Past Presidents marked * have contributed a recollection of their time in office.*

See Pages 47 to 57

FONASBA TIMELINE 1969 - 2019, contd/...

Date:	President	Office Location	General Manager
1995 - 1997	J.W. Barclay FICS Great Britain	1990 - 1999 C/o: Vereniging van Rotterdamse Cargadoors ROTTERDAM	
1997	A. Duran Nuñez Spain		
1998	G.J. Heinonen* Finland		Paul P.M. Devilee
1998 - 2000	E. de Clebsattel France		
2000 - 2002	B. D'Orey* Portugal	2000 - 2011 C/o: The Institute of Chartered Shipbrokers, LONDON	J.C. Williams FICS
2002 - 2004	U. Masucci MICS* Italy		
2004 - 2006	P.J. Wood FICS* Great Britain		
2006 - 2008	M.J.L. Froio* Brazil		
2008 - 2010	T.D. Paulsen* Denmark		
2010 - 2012	C.P. Papavassiliou* Cyprus	2011 to date FONASBA, The Baltic Exchange, St. Mary Axe LONDON	
2012 - 2014	Mrs. M. Collins* USA		
2014- 2016	G. Gordon Findlay* Brazil		
2016 - 2018	J.A. Foord FICS* Great Britain		
2018 - 2021	A. Mantrach Morocco		

FONASBA HONORARY MEMBERS

Date:	Recipient
October 2000	J.W. Barclay FICS Great Britain
October 2000	J.P. Besman USA
November 2006	U. Masucci MICS Italy
October 2008	G.J. Heinonen Finland
October 2008	F. Le Bars France
October 2011	T. Iigaki Japan
October 2012	T.D. Paulsen Denmark
October 2016	F. Novi Italy
October 2016	B. D'Orey Portugal
October 2016	P.J. Wood FICS Great Britain
October 2016	M.J.L. Froio Brazil
October 2016	C.P. Papavassiliou Cyprus
October 2016	Mrs. M. Collins USA
October 2016	G. Gordon Findlay Brazil
October 2018	J.A. Foord FICS Great Britain



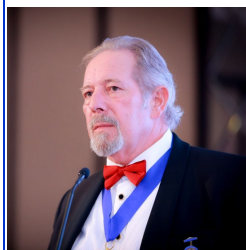
*John W.
Barclay
FICS*



*John P.
Besman*



*Francois
Le Bars*



*John A.
Foord FICS*

Until 2016, Honorary Membership of FONASBA was awarded exclusively to individuals who have made a special and significant contribution to the work of the Federation or to the international ship broking and agency business.

Since then, it is also awarded to Past Presidents in recognition of their commitment and service to the Federation.



Pictured left to right:

Honorary Members Philip J. Wood FICS, Bernardo D'Orey, Umberto Masucci MICS, Franco Novi, Glen Gordon Findlay, Marygrace Collins, Gunnar J. Heinonen, Christakis Papavassiliou, Mario Froio, Takazo Iigaki and Tonny D. Paulsen at the Mansion House, London, October 2016

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Franco Novi

COUNTRY: Italy

TERM OF OFFICE: 1987 to 1989

I was rather surprised to learn that FONASBA reached its 50th anniversary in April 2019, especially as this means that I am getting old very quickly! I had the honour to be elected President almost 32 years ago, and I still remember those years as a most interesting period for the shipping industry.

I first attended a FONASBA Annual Meeting in Santa Margherita Ligure, close to Genoa, in 1983 as a member of the host association FEDERAGENTI. Since I lived in Genoa (and still do) I invited all the delegates for a cocktail party at my home, which was very much appreciated. A few months later I had a call from my Finnish friend Finn Stangebye, then President, asking me to join FONASBA as President Designate. Frankly I was rather surprised as I was not very experienced in association matters and also, since I as a full time partner in Burke & Novi, was very busy and frequently travelling. I was assured however that I would have the full support of the Executive Committee so accepted with great enthusiasm. I took over the Presidency in October 1986, at the Annual meeting in Marseilles. At that time there were no more than 20 or 22 members, representing mostly European countries.

So, using my shipbrokers' relationships around the world, I set out to expand the membership, concentrating on Eastern Europe and South East Asia. I spent a lot of time and effort on the Soviet organization, Sovfracht of Moscow, at the time the biggest shipping group in the world and included agents, owners and charterers. I did the same with Japan and Taiwan, both of them were initially reluctant but with a great deal of lobbying (also on a personal level!) we welcomed them to our family. Ultimately we also introduced Sovfracht and this then encouraged other Eastern countries to join, further increasing the membership.

At that time I remember that the freight market was not helping us: liner owners and agents were in serious difficulty and consequently we were always short of money. With limited resources it is difficult to make one's voice heard in the world of shipping. That said, we succeeded in making FONASBA well known around the world and so were requested to participate in meetings with INTERTANKO, Intercargo, BIMCO and UNCTAD, with whom we managed to establish excellent relationships.

I left the Presidency in Estoril, in 1988, passing the badge to Niko Cotzias. Before leaving I organised a golf competition, the FONASBA Cup. My aim was to strengthen the ties of friendship that had turned us into a big family. The Cup is no more but those ties have certainly endured to this day - and I sincerely hope they will do so forever.

In closing, I would like to acknowledge the role of Italy as one of the founding members of FONASBA. In fact, the decision to move ahead and establish the Federation was taken at a meeting held in Portofino in late 1968.

I wish FONASBA a happy 50th Anniversary, asking them to continue to assist all our members in the difficult and easy times.



Franco Novi

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Gunnar J. Heinonen

COUNTRY: Finland

TERM OF OFFICE: 1997 to 1998

It has been my great honour and pleasure to serve FONASBA from 1994 to 2014 in different positions on a total of 11 Executive Committees. All Committees have, inevitably, had their own "atmosphere", but I can, with no hesitation, say that each one of them has endeavoured and succeeded in promoting and protecting the best interests of all FONASBA Members and their Members. I have the highest respect for each and everyone and retain warm and grateful memories. I also want to commend the three General Managers who, during this period, have contributed with their efforts, all of which have been second to none.

Looking ahead there are, as always, great challenges for us as individuals and for the organisations we represent. But today we are enveloped in an unusual haze with so many "truths" rapidly becoming obsolete and an abundance of alternative ways forward present themselves. How to react, what to do?

Over the years one of my principal arguments has been that sitting in the office and relying on full control of all available tools of communication is not sufficient any longer. Ours is a person to person business and it is imperative for everyone to forge and uphold strong personal relationships by meeting people – to see and be seen, to hear and be heard.

It is important to understand that life, both personal and professional, is a continuous learning process. Those who rest on their laurels will easily and quickly be by-passed and find that they are not useful anymore. Staying abreast is not good enough. In order to be a strong link in a chain one will have to recognise the necessity of continuous personal improvement.

And finally, I cannot sufficiently stress the importance of the command of languages. A Mother tongue is not enough anymore – every additional language you have enriches the understanding and appreciation of your environment - and increases your competitive edge, too. I know, I am a Finn!!

Concluding, let me express my huge and heartfelt gratitude for the privilege of having been part of the FONASBA family for such a long time and for all the friendship and support that have come to both my dear wife Gitta and I from all of you.

Happy Birthday FONASBA and Thank You!



Gunnar J. Heinonen

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Bernardo D'Orey

COUNTRY: Portugal

TERM OF OFFICE: 2000 to 2002

When I was first approached by Eduard de Clebsattel (the FONASBA President from 1998 to 2000) to stand as his President Designate, my initial response was somewhat less enthusiastic than I think he expected. I was very busy with my own business at the time and did not feel I could spare sufficient time to give FONASBA the dedication and commitment that the role warranted. Eduard was nothing if not persistent and persuasive however, reassuring me that he would give me all the support, guidance and assistance necessary to make my term of office a success. I therefore accepted his offer and at the Paris Annual Meeting in October 2000 found myself being invested with the President's medal.

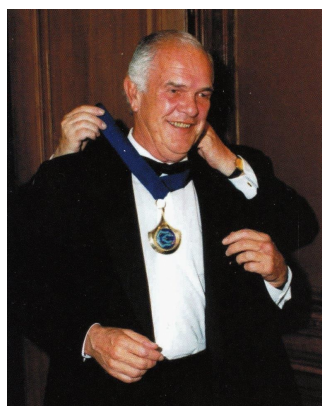
What neither I nor my colleagues on the Executive Committee could know was that just three months later, whilst en-route to the first Committee meeting of my Presidency, Eduard would be taken from us, passing away suddenly at a railway station in France whilst awaiting a train to London.

Whilst this was not exactly the best start to my Presidency, the Committee members, the General Manager and former President John Barclay gave me every support I could wish for and we were therefore able to take FONASBA forward in the manner which I hope my friend Edouard would have expected.

One of my main objectives during my term of office was to work to expand FONASBA's presence in Asia, South America and north Africa and I was pleased to be able to welcome Dubai and Kenya into FONASBA. Acknowledging the ever-increasing spread of FONASBA's membership, Council agreed in 2002 to the appointment of a further two Vice Presidents to bring the total to four, with the intention that they broadly represented our global coverage. I believe this decision began the process of significant expansion of our membership, which continues today. Although it took another five years until the process was completed, I am also pleased that the proposal that FONASBA should secure consultative status with IMO was first mentioned during my term of office.

In spite of these achievements, my most fond memory of FONASBA is the very good relations between all the members. The FONASBA family is unlike any I have met elsewhere in business and the atmosphere at our Annual Meeting and other gatherings was fantastic.

I wish FONASBA a very happy 50th birthday and wish it well in continuing to assist all our members in these difficult times.



*Bernardo D'Orey receiving
his President's medal,
Paris, 20th October 2000*

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Umberto Masucci MICS

COUNTRY: Italy

TERM OF OFFICE: 2002 to 2004

My time with FONASBA started at the 1990 Stockholm Annual Meeting. Franco Novi (a Past President) told me "Umberto, I am a ship broker, you are a liner agent, join me within FONASBA". I immediately liked FONASBA very much, both for the interesting discussions at the meetings and also for the social relationships that were established within and through the Federation.

I served as Chairman of ECASBA from 1998 to 2002 and as President of FONASBA from 2002 to 2004. My election as President of FONASBA took place in Rio de Janeiro, during an unforgettable Gala Dinner at Copacabana Palace Hotel, which itself followed a very enjoyable and hard-fought football match on Copacabana Beach. Brazil vs the Rest of the World, which ended in a very diplomatic 5 all draw, I scored 2 goals! The ball we played with remains to this day one of my most prized possessions.

I immediately tried to further develop the American membership within FONASBA, and in 2003 was very happy to attend the first meeting of CIANAM, the Interamerican committee of ship agents, which includes a number of FONASBA member associations as members.

Another very important development of my Presidency was the opening of negotiations with China. A delegation from CASA (the China association of ship agents) visited FONASBA in London in 2003 and then General Manager Jonathan Williams and I went to Beijing where we had important exploratory meetings with both CASA and with Ministry of Communications. That was a very good start for the subsequent admission of CASA within the FONASBA family.

Another important deal was with IMO. I started contacts and negotiations with the UN maritime agency (an Italian Admiral was at that time a senior member of the IMO Council) and of course in 2007 FONASBA secured consultative status membership with IMO.

During my Presidency I also tried to spread the importance of FONASBA within FEDERAGENTI and in due course the attendance of Italians at the meetings (in the 1990's limited to Franco Novi and myself) grew substantially and since then the Italian delegation has always been one of the larger delegations.

Last but not least thanks to FONASBA I established also important business contacts and friendly relationships with many colleagues: Long life to FONASBA !



Umberto Masucci MICS

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Philip J. Wood FICS

COUNTRY: Great Britain

TERM OF OFFICE: 2004 to 2006

Having attended my first Annual Meeting in 1999 at Sintra I was flattered and surprised to receive a telephone call from Gunnar Heinonen in 2002 to ask whether I would be willing to stand as President Designate. By this time I was serving on the Chartering & Documentary Committee and my main concern, working as I was for a private Greek company, was whether I would be able to devote sufficient time to the role.

With the full support of my company I was pleased to accept the invitation and took over the Presidency from Umberto Masucci at the 2004 Annual Meeting in Budapest.

With the increasing activity of FONASBA and to harness the enthusiasm of the membership it was decided that the role of the General Manager should change from part to full time. This required discussions with the ICS with respect to his office location but I am pleased that the Institute agreed to our request and so Jonathan Williams became our first full-time General Manager in May 2005.

In the same month, Jonathan and I attended the BIMCO 100th Anniversary meeting in Copenhagen, where we were pleased to see that representatives of 11 FONASBA members were present.

Since a number of prospective members found the fees for Full membership problematic, the category of Candidate Membership was introduced in 2005.

"Cooking with FONASBA" was published by Ulrike Bültjer, wife of the then Director General of the German Association, Klaus Bültjer, a journalist and author of cookbooks, on behalf of FONASBA in 2005. It is a compendium of national dishes of FONASBA member countries initiated by 10 'Accompanying Persons', as partners of FONASBA delegates were then known. The best way to understand a foreign culture is through its food. As is stated on the cover, 'Every year shipping people come together. They discuss and debate, eat and drink. No wonder a maritime cookbook was the result.'

We had started the process of applying for membership of the IMO and Bill O'Neil, formerly Secretary General of IMO, then President of the Institute of Chartered Shipbrokers (ICS) was keen to guide us. With the assistance of Admiral Olimbo, Italian representative at IMO, NGO membership was granted in November 2006.

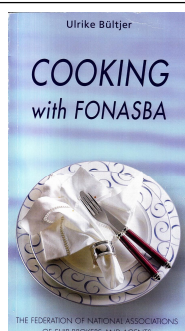
FONASBA contributed to INTERTANKO's Poseidon Challenge (Three Zeros: Zero, Fatalities, Pollution, Detentions) by providing a comprehensive list of countries, ports and facilities for port waste reception facilities in 15 countries at over 100 ports.

All too soon it was time to hand over to my successor Mario J. L. Froio, the first Brazilian President, at the 2006 Annual Meeting in Marrakech.



Philip J. Wood FICS

Below: "Cooking with FONASBA"



"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Mario JL Froio

COUNTRY: Brazil

TERM OF OFFICE: 2006 to 2008

My first participation in a FONASBA Annual Meeting was in Sintra, in 1999, and it was "accidental" to say the least. At that time, my boss in Bunge, Antonio Carlos Branco, was also the president of our national association FENAMAR and was registered to participate in that event. A few days before travelling to Europe, he had to cancel the trip and asked me to replace him in the Brazilian group that was going to Portugal.

I didn't know much about FONASBA or any of the participants in the meeting, but the kindness and excitement with which my wife Zamira and I were received by everybody, especially by Bernardo D'Orey, the President Designate at the time, definitely changed my view of my future involvement with the Federation.

Brazil and USA were the only members from the Americas in FONASBA at that time and when the Brazilian delegation left Sintra we started discussing what could be done to improve the participation of other Latin countries in our international federation. The first idea was to bring the Annual Meeting to South America for the first time and in the Annual Meeting in Paris, in October 2000, Rio de Janeiro was proposed and approved as the venue for the 2002 event.

With the full support and organization of FENAMAR and its then President, my dear friend Glen Gordon Findlay, the Meeting in Rio was a tremendous success for FONASBA and for our region. Besides the participation of Argentina and Chile, as observers, we also started discussing about creating an association for the Americas with the same scope and format of ECASBA in EUROPE. This new entity became a reality in June 2003 with the creation of CIANAM. Today, it has 12 members and 8 of them are also members of FONASBA.

In 2003, I was elected as one of the Vice-Presidents of FONASBA and in 2005, with the encouragement of Bernardo D'Orey and Umberto Masucci, was nominated President Designate. My first Annual Meeting as President was in Buenos Aires, Argentina in 2007, another event that contributed a lot to the expansion of FONASBA and CIANAM in our Continent.

When in 2010 I stepped down from the Executive Committee of FONASBA, I was sure of my positive contribution to our Association. I need to say however that my personal contribution was much less than what the Federation gave back to me personally. I will be eternally grateful to FONASBA for having met and become friends with people like Bernardo D'Orey, Umberto Masucci, Gunnar Heinonen, Antonio Belmar da Costa, Marygrace Collins, Patricio Campbell, Glen Gordon Findlay, Fulvio Carlini, Guillermo Hernandez and so many others that Zamira and I carry now in our hearts. All great people, and now good friends, that I certainly would not have met and known if it was not for that first "accidental" participation in Sintra.



Mario Froio

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Tonny Dalhoej Paulsen

COUNTRY: Denmark

TERM OF OFFICE: 2008 to 2010

Having enjoyed a long career in the shipping industry (mainly in container shipping, chartering and agency), I was delighted to be invited to join the FONASBA Executive Committee as President Designate in 2006.

From my very first Executive Committee meetings, the friendly and informal atmosphere, but at the same time the efficient working procedures impressed me and I immediately felt very welcome in the FONASBA family.

In 2008, I had the honour to be elected as President for the coming 2 years. I had planned to focus my mandate on strengthening the internal organisation, making our Federation more visible and attracting media and political attention. Furthermore, I committed myself to supporting the Regional Vice Presidents in their activities and endeavours to attract new members. This commitment resulted in us making visits to no less than 19 countries during the 2 years of my Presidency.

Unfortunately, global trade went through a very hard time starting from second half of 2008 where the market conditions for most of the shipping segments deteriorated to an unprecedented extent. This was a big challenge which influenced the entire shipping industry and set new standards for operations at sea and ashore, with slow steaming and reduced vessel calls becoming the new normal. It also saw the introduction of the 20,000+ TEU container vessels that now dominate the liner sector.

I still remember the Annual Meeting in Cape Town in 2009 where in my welcome speech, I dedicated the meeting "to hope and optimism leading to recovery and upturn in our industry".

This was also the Annual Meeting where delegates from our new member "The China Association of Shipping Agents and Non Vessel-Operating Common Carriers (CASA)" attended for the first time, which welcome development was as a result of the hard work and perseverance of a number of my predecessors as President.

Environmental issues and sustainability became more and more important and coming from a Scandinavian country, it was natural for me to put it on FONASBA's agenda.

I have been privileged to represent FONASBA from 2008 to 2010 and really enjoyed the co-operation with my colleagues on the Executive Committee and the competent team in London.

As my last mission in 2010, I was proud to hand over the Presidency to Chris Papavassiliou in Varna asking him to take good care of our Federation.

I then had the pleasure to serve as Immediate Past President until 2012 but since stepping back from the board I have continued to follow the activities of FONASBA with great interest and regularly participated in our Annual Meetings, both to represent Denmark but also, and equally importantly, to retain and maintain the close relationships we all enjoy within our FONASBA family.



Tonny Dalhoej Paulsen

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Christakis P. Papavassiliou

COUNTRY: Cyprus

TERM OF OFFICE: 2010 to 2012

After serving for over 10 years in the Executive Committee I took over the Presidency of FONASBA in October 2010 fully aware of the great challenges ahead and especially the need to maintain and further improve the already high standards achieved by my predecessors.

In November 2010, FONASBA moved to our new office at The Baltic Exchange. I shall always remember our first Committee meeting in the majestic Baltic Exchange Board Room.

The shipping industry was going through a very tough period and it was directly affecting our members. There was an obvious need to increase awareness about FONASBA within the shipping industry but also with government authorities and organisations.

We implemented an outward looking strategy through the initiation of a PR campaign, the upgrading of the FONASBA website and the decision to publish our own FONASBA Handbook, which by itself was a significant landmark.

Education was another important pillar of our strategy. The decision and implementation of the, by now very successful, Vice-Presidency of Education was the concrete expression of this.

In parallel, we addressed the membership issue and were happy to welcome in our ranks seven new Members. The seeds of Young FONASBA were also planted during this time. On the organizational side, we created the West Pacific Range Committee, published the FONASBA Governance Handbook and strengthened the Secretariat with a part-time assistant.

During my term of office, I presided over two fantastic AGM's, the first in the beautiful city of Sydney in October 2011 and the second in historic and romantic Venice in October 2012.

Although I had the honour of being the President, this had always been a team effort, and I was fortunate to enjoy the full support and the commitment of the Executive Committee.

Looking back, it was, I believe, a very productive term of office and for me, a thoroughly satisfying experience. Although, I do regret my failure to convince my peers of my proposal to broaden the membership base of FONASBA by introducing new targeted membership categories aiming to strengthen FONASBA both financially and as a professional lobby. That remains a vision which may well be realised in the future.



*Christakis P.
Papavassiliou*

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Marygrace Collins

COUNTRY: USA

TERM OF OFFICE: 2012 to 2014

A magical meeting, in a magical city: October 2012, Palace of the Doges, Piazza San Marco, Venice, Italy, when the Council Members officially elected me to serve as the first female President of FONASBA.

One of my first tasks was to represent the Federation on the working group with BIMCO, the Baltic Exchange and CMI, to rewrite the Laytime Definitions for Charter Parties; the Baltic became my home away from home. In October 2013 we had our Annual Meeting on the Pacific Coast of South America for the first time. We wore "woolly hats" made by locals, in Lima, Peru, while hard at work launching the Lima Declaration and presenting the completed FONASBA Handbook to the membership.

In May of 2014, I travelled to Brussels with Jonathan Williams, to sign a Memorandum of Understanding with the World Customs Organization. A few weeks later, the Execom returned to Italy, hosting meetings during Naples Shipping Week. Special thanks to Umberto Masucci for including me in the prestigious group of maritime professionals having dinner with IMO Secretary General Koji Sekimizu, and also for introducing all of us to the Master Mozzarella Maker. Thanks to Fulvio and Gabriella, we will never forget Ravello. I was fortunate to travel several times to Mexico, to participate in the AMANAC annual seminars, where I witnessed first hand the tremendous support they have within the maritime industry.

Before I knew it, it was 2014. Berit organized a wonderful AGM in Gothenburg, and treated us to a special dinner at her home. Glen and I, and a few others, had a champagne toast to commemorate my passing the President's medallion to him. Out with the old and in with the new.... But wait ! Not so fast; I wasn't done. With the support of the FONASBA Execom, together with Jeanne Cardona and the ASBA Board of Governors, we struck a deal to create the FONASBA Agent Diploma. In 2017, the Ship Agency Handbook - International Edition was granted a copyright by the U.S. Library of Congress and the Diploma was launched. Special thanks to my co-author Ken Shiels as well as ITIC.

I would be remiss if I didn't mention all the birthdays I have been so lucky to celebrate in so many wonderful cities, surrounded by my FONASBA Family. Did someone say Chocolate Cake ??? Thank you all for all the memories, but mostly for having allowed me to serve, for bestowing on me the title "FONASBA President". Karaoke anyone ?



Marygrace Collins

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: Glen Gordon Findlay

COUNTRY: Brazil

TERM OF OFFICE: 2014 to 2016

Fifty years! What a fantastic milestone!

I still remember vividly the unexpected call I received from former President Tonny Paulsen, on behalf of the nominating committee, advising of their intention to nominate me as President Designate for 2012-2014. I was extremely fortunate during my 2 years as Designate to have as President my very close and special friend, Marygrace Collins, to whom I will be forever thankful for all she did to help me understand the challenges of the Presidency and may I add, from whom I had the most heartwarming handovers!

Thanks to an extremely active Executive Committee, comprising not only very experienced people but, most importantly to me, very good friends, I do believe that we had two very productive years, where a lot was achieved and the foundation for other changes and progress in the years to come were laid.

Besides great support by the whole Committee, including Botond Szalma, as Executive Vice President, John Foord, Chairman of the L&PA, Fulvio Carlini, Chairman of the C&D and Jonathan Williams as General Manager, I must really express my special thanks to the Regional Vice-Presidents, Antonio Belmar da Costa, Aziz Mantrach, Javier Dulce and Takazo Iigaki.

One of the main goals set was to get closer to our Members and to visit them more often, giving the chance to discuss with them, and also with their own Members, the benefits of being a member of FONASBA and what could FONASBA do better to support them. It was also decided to take the opportunity of such trips to visit potential new members in nearby countries, in order to also present them the benefits of being part of FONASBA.

Thanks to a tremendous work by the RVP's, we managed to visit 24 countries in two years. As a result of these visits, we both gained a clear insight to the issues that affect our members on a regular basis and also succeeded in attracting 4 new countries: Bahrain, Egypt, Iran and Uruguay, besides the return of Russia. I am pleased that this proactive programme of visits to members and potential members continues to this day. There were many other projects initiated by the EXECOM, which will continue to be pursued in a continuous attempt to improve the level of services provided to the ship agents and ship brokers worldwide.

I feel very fortunate for the 18 years I had the chance to participate in FONASBA, hoping to have given my contribution in the construction of such a beautiful 50-year history. Finally, I feel particularly thankful and blessed for the many special friends I have acquired during those years, giving a special meaning to what we call the FONASBA family!



Glen Gordon Findlay

"Celebrating Our Past"

PAST PRESIDENTS' RECOLLECTIONS

PAST PRESIDENT: John A. Foord FICS

COUNTRY: Great Britain

TERM OF OFFICE: 2016 to 2018

Having spent nearly 50 years within the shipping industry, starting my working life as a Cadet Officer in the UK Merchant Navy so long ago, without doubt my proudest moment was the evening I was bestowed the Presidency of FONASBA at Mansion House in London October 2016. I remember well the tears of Glen when passing on to me the President's medal, emphasising just how significant a task I had embarked upon. I can only thank the members for allowing me such a privilege.

My journey through FONASBA started on the late 1990's when I was introduced by the late and great John Barclay. I attended my first full annual meeting representing the Institute of Chartered Shipbrokers in Rio De Janeiro, and what an event that was indeed! I was struck by the wonderful camaraderie and sense of global family that the event created, and I am pleased to say that has continued ever since. It remains true today, that despite advances in technology and the ever-changing face of the shipping world, this is still a People business where we deal globally speaking the language of shipping.

FONASBA was created to bring us all together for our common benefit as we all face similar issues, and our united strength is demonstrated by the great achievements this organisation has accomplished over the past 50 years. I was certainly determined to ensure I continued that path so ably trodden by my predecessors, and they were all a hard act to follow. As whilst it is paramount we continue forward in our development, with particular emphasis on promoting youth through their shipping careers, we must acknowledge the efforts of those who went before us.

One of my main objectives during my tenure was to expand the membership of FONASBA, and to this end I travelled extensively spreading the word, and successfully recruiting new members. I am particularly proud of convincing our Member in India, such a significant country in the maritime sector, to join our global family. During my time at the helm, we also managed to introduce the new Agency Appointment Agreement and the revised and much improved General Agency Agreement, together with our friends at BIMCO.

I have been immensely proud and honoured to have served in this important role and will treasure the lifelong friendships developed. My memories of spending endless hours in the meeting rooms at the Baltic Exchange with my fellow Executive Committee members will live with me forever, they all put in tireless effort. Special thanks go to Jonathan Williams, working and guiding our Association and keeping us all on track, it must be like trying to herd cats!

Long live our Global Family.



John A. Foord FICS



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FONASBA

The Mexican Association of Shipping Agents celebrates the 50th Anniversary of The Federation of National Associations of Shipbrokers & Agents (FONASBA), providing a united voice for the world's shipbrokers and agents.



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We salute
FONASBA
for its successful
50 years



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HAPPY 50th ANNIVERSARY TO FONASBA FROM FINLAND!



CONGRATULATIONS FROM ISRAEL TO FONASBA 50 YEARS ANNIVERSARY.

The 52 members of the Israel Chamber of Shipping express their deep appreciation and thanks to FONASBA for its extremely effective support, its readiness to assist in any problem and being available always when needed.

We very much appreciate FONASBA's various initiatives including the Quality Standard and the Agency Agreements and many others to come.

It is our pleasure to belong to this wonderful organization.

Dr. Yoram Sebba, President.

The SHIPBROKERS' REGISTER



Every bona fide Shipbroker, Chartering/Liner Agent and Ship Sale Brokers in the countries covered by the Shipbrokers' Register is entitled to have name, address, telephone as well as e-mail address recorded in the Register free of charge and without any implied obligations whatsoever.

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"FONASBA Today"

*The Officers of
FONASBA are :
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the Executive
Vice President,
the Immediate
Past President,
the Regional
Vice
Presidents and
the Chairs of
the Standing
Committees*

FONASBA Executive Committee 2018 - 2021

President	Aziz Mantrach	Morocco
Executive Vice President	Botond Szalma	Hungary
Immediate Past President	John A. Foord FICS	Great Britain
President Designate, Regional Vice President for the Americas	Javier A. Dulce	Argentina
Regional Vice President for Africa	Mohamed Mouselhy	Egypt
Regional Vice President for Asia	Takazo Iigaki	Japan
Regional Vice President for Europe	Antonio Belmar da Costa	Portugal
Regional Vice President for the Middle East & Indian Sub-Continent	To be nominated	
Chair, Ship Agents' Committee	Waldemar Rocha jnr.	Brazil
Chair, ECASBA (European Committee)	Marco Tak	Netherlands
Chair, Ship Brokers' Committee	Fulvio Carlini FICS	Italy
Chair, Association Best Practices Committee	Jeanne Cardona	USA
Vice Chair, Ship Agent's Committee	Simone Carlini MICS	Italy
Vice Chair, ECASBA	Jean-Pascal Bidoire	France
Vice Chair, Ship Brokers' Committee	Mohamed El Mezouar	Morocco
Vice Chair, Association Best Practices Committee	To be nominated	
Co-opted Member	Gian Enzo Duci	Italy
Co-opted Member	Raymond Troch	Belgium
General Manager	Jonathan C. Williams FICS	Great Britain
Assistant General Manager	Victoria Marsh FICS	Great Britain

"FONASBA Today"

FONASBA Members — July 2019

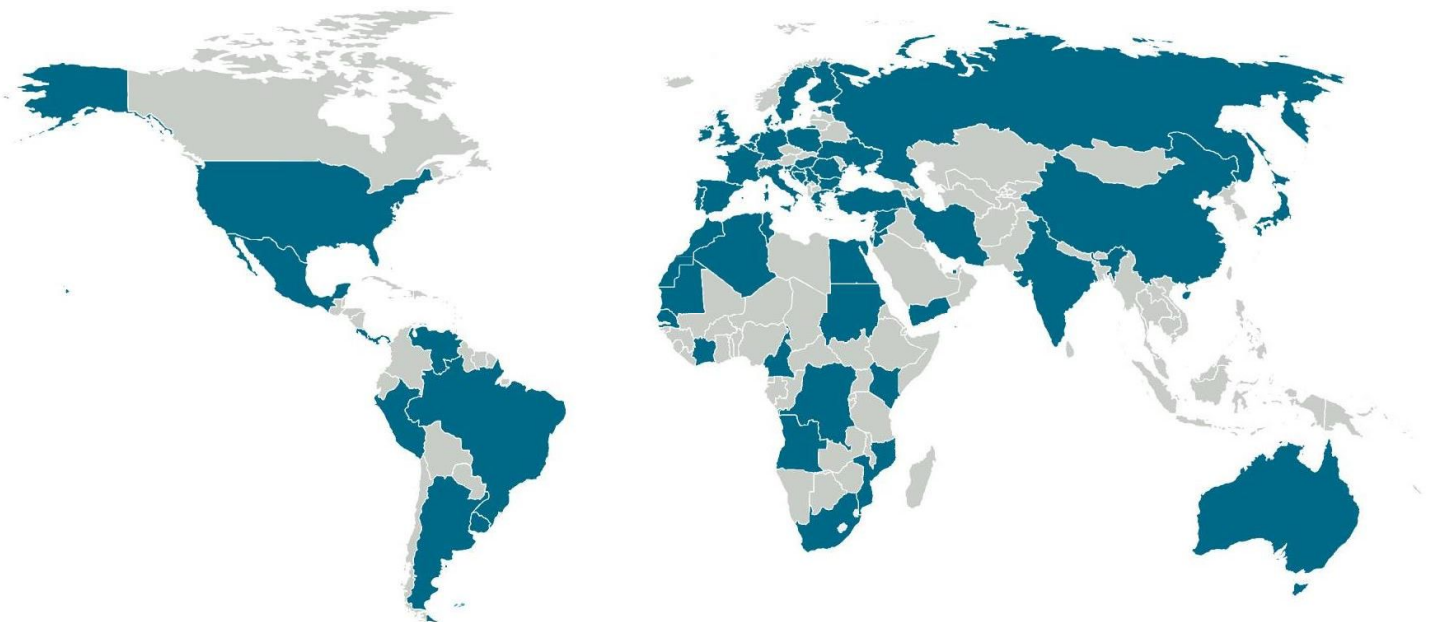
FONASBA today enjoys global membership coverage with Full, Associate and Candidate members in sixty three countries worldwide.

Those countries range from traditional maritime nations such as Denmark, Greece, Great Britain, Japan, Spain and Portugal through emerging the economic powerhouses of Brazil, Russia, India and China to much smaller but nonetheless vitally important nations such as Curaçao, Mauritania, Senegal and Tunisia.

Recent research has shown that whilst FONASBA only covers 63 countries, compared to a global total of 195 recognised by the United Nations in July 2019, our members represent 63% of the world's population and account for 68% of global GDP (2017 figures). They also include 6 of the G7 members, 7 of the G8 and 14 of the G20, demonstrating that size is not everything!

In addition to our national members, FONASBA also invites other international maritime organisations to become Club members, and FONASBA enjoys reciprocal memberships with those bodies. This ensures the free flow of information and the open exchange of views across multiple maritime sectors.

Our members in all categories are shown in the graphic below and listed on the two pages that follow.



*FONASBA Global Membership Coverage
July 2019*

"FONASBA Today"

*FONASBA has
four categories
of
membership:
Full (F)
Associate (A)
Candidate
(Cand)
and
Club (C).*

FONASBA Members — July 2019

Member	Country
Association Professionnelle des Agents Maritimes Algeriens (F)	Algeria
Associação Dos Agentes De Navegação De Angola (F)	Angola
Centro de Navegacion (F)	Argentina
Shipping Australia Ltd. (F)	Australia
The Bahrain Shipping Agents Association (F)	Bahrain
NAVES vzw (F)	Belgium
The Comité Maritime International (C)	Belgium
Federação Nacional das Agências de Navegação Marítima (F)	Brazil
The Bulgarian Association of Ship Brokers and Agents (F)	Bulgaria
TNS Shipping & Forwarding Ltd. (A)	Bulgaria
Global Logistics & Trading Company Sarl (A)	Cameroon
The China Association of Shipping Agencies & Non Vessel-Operating Common Carriers (F)	China
Camara Costarricense de Navieros (Cand.)	Costa Rica
Union des Consignataires et Armateurs de Côte D'Ivoire (F)	Côte D'Ivoire
The Association of Shipbrokers and Agents of Croatia (F)	Croatia
Dammers Shipagencies Inc. (A)	Curaçao
The Cyprus Shipping Association (F)	Cyprus
The Danish Shipbrokers' Association (F)	Denmark
BIMCO (C)	Denmark
The Dubai Shipping Agents Association (F)	Dubai
The Alexandria Chamber of Shipping (F)	Egypt
CF&S Estonia AS (A)	Estonia
The Finnish Shipbrokers' Association (F)	Finland
AMCF (F)	France
Zentralverband Deutscher Schiffsmakler e.V (F)	Germany
The Institute of Chartered Shipbrokers (F)	Germany
The Baltic Exchange (C)	Great Britain
Intercargo (C)	Great Britain
The International Port Community Systems Association (C)	Great Britain
ITIC (C)	Great Britain
The International Maritime Union (F)	Greece
Holland Hellenic Shipping Agencies (A)	Greece
The Hungarian Shipbrokers & Shipping Agents Association (F)	Hungary
The Maritime Association of Nationwide Shipping Agencies (F)	India
The Shipping Association of Iran (F)	Iran
The Irish Ships Agents Association (F)	Ireland
The Israel Chamber of Shipping (F)	Israel
FEDERAGENTI (F)	Italy
The Japan Association of Foreign Trade Ship Agencies (F)	Japan

"FONASBA Today"

*FONASBA has
four categories
of
membership:
Full (F)
Associate (A)
Candidate
(Cand)
and
Club (C).*

FONASBA Members — July 2019

Member	Country
The Jordan Shipping Association (F)	Jordan
The Kenya Ships Agents Association (F)	Kenya
The Lebanese Shipping Agents Syndicate (F)	Lebanon
The Association of Ships Agents (F)	Malta
Acconage Consignation Transit SA (A)	Mauritania
Teissir Shipping SA (A)	
Asociación Mexicana de Agentes Navieros A.C. (F)	Mexico
Jadroagent BAR (A)	Montenegro
Association Professionnelle des Agents Maritimes, Consignataires de Navires et Courtiers D'Affrètement du Maroc (F)	Morocco
Manica Freight Services (MOC) SA (A)	Mozambique
Verenigde Nederlandse Cargadoors (F)	Netherlands
INTERTANKO (C)	Norway
The Panama Maritime Chamber (F)	Panama
Asociación Peruana de Agentes Maritimos (F)	Peru
The Polish Shipbrokers' Association (F)	Poland
Associação dos Agentes de Navegação de Portugal (F)	Portugal
Transoceanic (A)	Rep. of Congo
Lion Shipping & Chartering (A)	Romania
Navlomar Maritime S.R.L. (A)	
The National Association of Shipping Agencies (F)	Russia
Maritalia S.A. (A)	Senegal
Thocomar Shipping Agency (F)	
The Slovenian Ship & Freight Agents Association (F)	Slovenia
The South African Association of Ship Operators and Agents (F)	South Africa
Asociación Española de Consignatarios de Buques (F)	Spain
Galal Ismail Shipping (A)	Sudan
The Swedish Shipbrokers' Association (F)	Sweden
The Shipbrokers' Register (C)	
The Syrian Chamber of Shipping (F)	Syria
All Seas Shipping Agency (A)	Tunisia
The Maritime Association of Shipowners and Agents (F)	Turkey
The Turkish Chamber of Shipping (F)	
The Association of Maritime Agencies of Ukraine (F)	Ukraine
The Ukrainian Shipbrokers' Club (A)	
Centro de Navegación del Uruguay (F)	Uruguay
The Association of Ship Brokers & Agents (USA) Inc. (F)	USA
Agemar C.A. (A)	Venezuela
Aldebaran Shipping Services C.A. (A)	
Middle East Shipping Co. Ltd. (A)	Yemen

"FONASBA Today"

*"If FONASBA
doesn't do
something
soon, someone
else will do it
for you!"*

Roger Holt,
Secretary
General of
Intercargo



The FONASBA Quality Standard

The FONASBA Quality Standard (FQS), the Federation's highest profile initiative, was originally conceived on a flight back from an INTERTANKO meeting in Athens in 2005. General Manager Jonathan Williams and Roger Holt, then Secretary General of Intercargo, the dry bulk ship owners' organisation, had both addressed the conference and were returning to London when, as always, the conversation turned to shipping matters. Almost inevitably, regulation of the shipping industry came up and Holt suggested that given the general trend, it was likely that ship agents, and to a lesser extent ship brokers, would eventually have to address the question of regulation in one form or another. His comment that "if FONASBA doesn't do something soon, someone else will do it for you!" was taken to heart and shortly afterwards work began on developing an effective, robust and relevant quality label that was directly relevant to the duties, liabilities and obligations of ship agents and brokers, and as appropriate to small, one or two port, agency companies as to national and international agency groups.

Experience of the complexities, not to mention the cost, of adopting ISO 9001 and the inability of many small agency companies to meet its obligations, led FONASBA to identify and codify the main requirements necessary for demonstrating a commitment to quality service provision and these formed the basis of the core criteria. It was also appreciated that as FONASBA's membership continued to expand across the world, the Standard would be required to encompass countries where the legal systems and administrative procedures were less well-developed than in other more traditional maritime nations. Add into the mix the realisation that the burden of ensuring compliance with the criteria would fall upon the association secretariat, many of which were limited in terms of capacity and resources, and it became clear that a significant degree of national autonomy would have to be built in to the criteria to allow the Standard to be applied across the FONASBA membership. The core minimum criteria require companies to be members of a FONASBA association, to be able to demonstrate compliance with appropriate national corporate financial reporting obligations and prove that they are sufficiently well-founded to be able to ensure the provision of high-quality services. Associations are able to enhance these minimum criteria with additional obligations should they so choose.

The initial criteria were presented to Council in October 2007, at which time it was revealed that ASBA, FONASBA's member in the USA, had separately developed its own quality certification programme and, perhaps because there are common threads running through ship agency worldwide, the ASBA criteria closely resembled those drafted by the FONASBA Secretariat. As a result of that happy coincidence, ASBA members joined Company Members of the Institute of Chartered Shipbrokers in the UK as the first recipients of the Standard, closely followed by companies in Argentina and Slovenia.

Since then, the Quality Standard has expanded to encompass 36 countries (as at July 2019), as listed on the following page, and over 500 ship agents and brokers in those countries. Other associations are in the process of developing criteria to allow their company members to join the growing list of FQS approved companies and to further expand the coverage across the Federation. The criteria now also allow Associate members to apply for the Standard as well. The names of every individual company approved to the Standard are shown on the FQS page of the FONASBA website, at: www.fonasba.com/fonasba-initiatives/fonasba-quality-standard/accredited-companies, which is the master list. Companies approved to the Standard are allowed to use the FQS logo on their websites and publicity material and to describe themselves as a "FONASBA Quality Standard Approved Company".

(Continued on page 68)

"FONASBA Today"

"BIMCO fully endorses this initiative as an important step in raising quality standards, generally, as well as specifically for the agents and brokers sector"

*Søren Larsen,
BIMCO*



(Continued from page 67)

From the very beginning, the Standard has been endorsed by major ship owner organisations with Intercargo being joined, in very short order, by BIMCO, ITIC and INTERTANKO and FONASBA gratefully acknowledges that support. As awareness of the Standard grows, there is increasing evidence that ship owners and charterers are favouring FQS approved companies when appointing agents, which provides further validation, if required, of the value of the Standard to FONASBA members and the wider maritime community.

Algeria (4 companies)
Argentina (12 companies)
Australia (2 companies)
Belgium (31 companies)
Brazil (52 companies)
Croatia (13 companies)
Curaçao (Associate member)
Cyprus (13 companies)
Denmark (36 countries)
Dubai (1 company)
Egypt (14 companies)
Finland (1 company)
France (29 companies)
Great Britain (27 companies)
Greece (Associate member)
Hungary (1 company)
Israel (25 companies)
Italy (10 companies)
Japan (14 companies)
Kenya (2 companies)
Lebanon (10 companies)
Malta (17 companies)
Mexico (11 companies)
Morocco (24 companies)
Netherlands (29 companies)
Peru (5 companies)
Poland (nominations pending)
Portugal (15 companies)
Romania (associate member)
Russia (2 companies)

Slovenia (7 companies)
Spain (8 companies)
Sweden (55 companies)
Tunisia (Associate member)
Uruguay (3 companies)
USA (34 companies)



Quality Standard certificate presentations in Algeria (above) and Egypt (below)





FONASBA Documentation

FONASBA has a long history of developing documentation for ship agents and ship brokers and in the past has also developed charterparties, guidance notes and other relevant papers. Indeed, such was the concentration of FONASBA's activities in the early part of its history that, as recorded on page 26, some delegates to the Seville Annual Meeting in 1979 actually requested that the workload be rebalanced to allow more time for other work to be undertaken! Examples of the documentation previously issued include:

- The Multi-purpose Charterparty 1982 (Multiform 82)
- The International Brokers Commission Contract
- The FONASBA/ITIC ISPS Code Clause
- The Sub-agency Agreement
- The Time Charter Interpretation Code 2000
- The Standard Port Agency Conditions

Over time, the growing influence of BIMCO as the primary international body for the development of chartering and ship operations documentation led to FONASBA concentrating its own efforts on the development of agency documentation, including the three versions of the Standard Agency and General Agency Agreements (the first of which was issued in 1972) and, in 2001, the Standard Liner & General Agency Agreement (SL&GAA), which brought the provisions of the two previous documents into one comprehensive agreement for liner operators. All of those agreements were subsequently recommended by BIMCO's Documentary Committee.

After fifteen years in existence, and with changes to the liner agency business, liability regimes and other relevant developments, the SL&GAA was in need of updating and so FONASBA joined forces with BIMCO and ITIC to draft a new version. It was also decided to take on the task of developing another agency agreement that could be equally well-suited to use in the bulk trades, a sector that had only previously been addressed by the previous Standard Port Agency Conditions document, which was more of a checklist than a formal agreement. It was agreed that both forms would be based on BIMCO's well-established "box layout" to enhance usability.

A small drafting committee was formed under the auspices of FONASBA's C&D and L&PA committees as well as BIMCO's Documentary Committee, with ITIC providing legal expertise. Work commenced initially on the Agency Appointment Agreement, for use when appointing agents for either single, or a short series of, port calls. It was finished and launched in early 2017. The more complex General Agency Agreement, which is designed for use in establishing longer-term agency contracts in both the tramp and liner sectors, followed in December of the same year. FONASBA and BIMCO held seminars in London and Genoa and as a result of these, and active promotion by both organisations, the two documents are now in regular use by agents and ship owners and operators alike.

Concerns about variations in the interpretation of the term "normal agency fee" and the expectation of the services it covers, especially since agency fee tariffs were outlawed under competition and anti-trust law, has led to the development of a guidance note which will be published in late 2019. It is intended that this will be used by ship agents to inform their principals of their starting point and thus allow a more detailed discussion, if required, on the exact level of service provision required.

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The cover pages of the AAA and GAA documents

"FONASBA Today"

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FONASBA has for many years enjoyed observer status on BIMCO's Documentary Committee and the Chair of FONASBA's Ship Broker Committee, currently Fulvio Carlini FICS, regularly attends its meetings. and contributes to the Committee's work. As this book is written, Fulvio Carlini, supported by an internal working group of FONASBA members, is participating in the BIMCO sub-committee revising the much-used GENCON '94 form.

In 2012, FONASBA President Marygrace Collins participated in a joint project with BIMCO, CMI and Intercargo to update the industry standard guide to the interpretation and calculation of laytime under voyage charters, VOYLAYRULES. The completed document was renamed VOYLAYRULES 2013.

In the past, FONASBA has also provided input to a number of charterparties developed by its members, including versions of the AMWELSH and NORGRAIN charters issued by its US member, ASBA.

As mentioned in the External Relations section, FONASBA contributed to the development of UNCTAD's Minimum Standards for Ship Agents, originally issued in 1988, and will be delivering a revised and updated version to UNCTAD later in 2019.

The significant amount of knowledge and expertise available within FONASBA allows it to make positive contribution to the drafting of shipping documents and we will continue to support the introduction of clear, transparent and relevant forms and clauses for the benefit of our members and the wider shipping community.



Pictured above, the FONASBA, BIMCO and ITIC drafting teams celebrate the completion of the Agency Appointment Agreement, London, January 2017

"FONASBA Today"

*"If you think
education is
expensive,
try
ignorance!"
Anon.*

FONASBA Education

In old days ship owners used to be in command of their ships and thus all the work related to the procurement of cargoes intended for the carriage as well as to ship husbandry was done by themselves. Later, the ship owners began to handle their commercial operations from the shore, entrusting the ship husbandry work in ports to ship masters. With the development of trade and navigation, the need was obviously growing for a specialised person in port to assist the ship master and crew, to provide the cargo, to make arrangements for ship's call and to mediate between the Owners and Merchants, the ship agent. Ship agents must also be familiar with the safety and statutory requirements in the ports. Nowadays, the operation of a shipping agency is undertaken by highly qualified and professional staff.

According to UNCTAD, around 80% of global trade by volume and over 70% of global trade by value are carried by sea and are handled by ports worldwide. Ships have become technologically sophisticated and expensive, they are increasingly transporting dangerous cargoes. Ship's acceptance and clearance arrangements are performed by electronic means using Port Community Systems / Single Windows, automation has been already in use on board ships and in ports, autonomous vessels and vehicles are already present and the application of digital technologies are changing the flow of the usual commercial documentation. New requirements are being imposed to counter cyber security threats. Furthermore, people are now very aware of the need to protect marine and environmental pollution from ships.

Shipping agents have always been a link between different stakeholders in the port cluster, from private operators to state institutions, from importers to exporters, using different modes of land transport but increasingly are also becoming an important link in the entire supply chain. All these new opportunities, but also the accompanying challenges, can only be answered by qualified staff with highly professional skills and new competencies. The maritime industry has become an international business that requires a broad education that goes far beyond the national boundaries. In order to encourage education among our young shipping agents and brokers, FONASBA has launched several initiatives in the last few years, and some of them are detailed below:

THE LIMA DECLARATION: FONASBA officially launched its "Lima Declaration" at the 2013 Annual Meeting held in Lima, Peru. This document is an appeal to governments, regulators and the maritime industry to recognize the value of education, professional standards and quality service in the fields of ship agency and shipbroking across the globe. See page 73.

EDUCATIONAL AND TRAINING PROGRAMMES: We have collected information about all the educational and training programmes that are provided by our members and these can be viewed through a searchable database on our website. The database currently includes more than sixty courses across thirteen different subjects. The database can be found on the FONASBA website under "Education and Training".

BOOK LIST SEARCH: The FONASBA website also includes a virtual booklist containing details of a wide variety of important – and in many cases industry-standard – shipping text books as well as some course books issued by those of our Members that provide education.

YOUNG AGENT & BROKER AWARD: This award was launched in 2015 with the aim of motivating young agents and brokers to write professional papers from their field of work. This is where we all raise the level of academic knowledge. That we have former winners from Brazil, Australia, Germany and Portugal are proof, if needed, of the international appeal of the project. The Award is generously supported by our Club members BIMCO and ITIC.

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"FONASBA Today"

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FONASBA AGENT DIPLOMA: This project was launched in January 2018 in cooperation between FONASBA and ASBA, to offer a practical entry-level course for new entrants to the ship agency sector. Just one and a half years from the start of the project, more than 200 applicants from 10 countries have signed up to take the course.

COOPERATION WITH WORLD CUSTOMS ORGANIZATION: This new education project will be of benefit significant to employees of companies in membership of FONASBA associations who are involved with customs business. It is planned to be launched in the second half of 2019. The courses will be accessed via the FONASBA website to the WCO eLearning Solutions hosted on the WCO Academy Platform.

The development of the maritime industry and the accompanying challenges are evident in different areas. FONASBA supports numerous initiatives at an international level in cooperation with other related organizations. FONASBA is a signatory to the "Buckingham Palace Declaration" that urges the international transport industry to act to prevent illegal trade in protected species. It also supports organizations such as "The Maritime Anti-Corruption Network" and endorses international regulations on the protection of the market competition, on embargoes and economic sanctions and on safety and security as well as environmental protection.

FONASBA has always placed great importance on educating young people and encouraging companies to organise education for their young staff. Technological progress offers advantages in automation and saves time and effort as well as allowing opportunities for development. At the same time however, new challenges arise and these requires educated staff possessed of new competencies and ready to adapt to the digital future and new social relationships that are being created, both on board and ashore.

FONASBA is ready and able to contribute to providing the necessary knowledge and skills to enable our young people to maximise the opportunities presented.

Captain Jakov Karmelić
FONASBA Vice President for Education
IMO Maritime Ambassador



*Capt. Jakov Karmelić,
far right, pictured with
IMO Secretary
General Kitak Lim
(centre) and other
IMO Maritime
Ambassadors at IMO
Headquarters,
London 2018*



FONASBA

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FONASBA LIMA DECLARATION

Acknowledging that:

- shipping plays a vital role in the international economy and contributes to international trade and the world economy as the most efficient, safe and environmentally friendly mode of transporting goods
- ship agents and brokers are at the heart of the shipping industry, by both bringing vessels and cargoes together and coordinating the actions of statutory authorities, port and terminal operators, service providers, the Master, Owners and all other parties to ensure the efficient movement of the vessel through the port
- education of shipping professionals is of fundamental value to shipping

Knowing that:

- ship agency and ship broking are complex and demanding professions
- ship agents are required at all times to be fully conversant with the navigation, safety, commercial and statutory requirements and regulations applicable to the port
- ships are high value assets
- procedures and standards for safety and environmental protection are increasing
- ships, ports, information and communication technologies are developing rapidly

Understanding that

- there are no global education standards for ship agents and shipbrokers
- professional qualifications of ship agents and shipbrokers are not universally recognised
- different education standards and requirements exist within individual countries, without reference to practices in other countries
- in many countries there are no formal entry qualifications for entry to the ship agency and shipbroking professions

Recognizing that

- traditional shipping knowledge and experience have a great value but need to be complimented by ongoing professional and training development to ensure that future developments and challenges can be met
- it is important to give to present and future generations of ship agents and ship brokers vision and a commitment to improve their professional capacity qualifications

We, the delegates to the FONASBA Annual General Meeting held in Lima, Peru, declare that:

- the best way of improving safety and security in the ports, at sea and elsewhere in the maritime sector, and avoiding the proliferation of inconsistent and often contradictory national and regional regulation is through the development of harmonised, streamlined and above all internationally applicable regulations that are implemented consistently by all maritime nations
- a consistent international set of baseline standards for education, training and certification of shipping agents and brokers should be established and implemented
- internationally recognised professional standards and accreditation for ship agents and shipbrokers should also be established
- professional qualifications for ship agents and shipbrokers should be mutually recognised on a global basis
- in order to raise standards of professionalism in the ship agency and shipbroking sectors, companies providing such services should aspire to become members of a national association and implement appropriate and relevant standards of conduct
- individuals working in the ship agency and shipbroking professions should aspire to achieve high standards of personal qualification and training from a recognised education provider
- the FONASBA Quality Standard should be recognised by all parties in international maritime transport as a globally accepted quality label

FONASBA
Lima, Peru
25th October 2013

"FONASBA Today"



ECASBA

As revealed in the History section, FONASBA has maintained a close interest in the development of maritime and related policies within Europe almost continuously since its foundation.

From the days when the Common Market Committee maintained nothing more than a watching brief on developments to today's active engagement with the European Commission at senior level and on all policy matters affecting ship agents and ship brokers, ECASBA, FONASBA's European Committee or, to give its full title, the European Community Association of Ship Brokers and Agents, has been the means by which the views of FONASBA members in European Union and European Economic Area countries can express their views and influence policy development.

The name ECASBA first emerged in January 1992 when, faced with a decision by the European Commission to only engage with wholly European membership organisations, senior FONASBA figures were required to put the association together whilst in Brussels or be prevented from continuing to participate in the Maritime Industries Forum, then the most important consultative body for European maritime matters. Other international associations were also faced with taking the same action. It is not recorded whether ECASBA was drafted on a napkin or on a table cloth but it seems it was a very quick process nonetheless. At the time it was constituted as a sub-committee of the Liner & Port Agency Committee and led by the Committee's Chairman, who fortunately at the time was a European, namely Eduard de Clebsattel of France.

Although not formally established as a Standing Committee of FONASBA until 1995, the facility to charge members a fee specifically for the purpose of supporting action in Europe was introduced in 1993 and so that year can be considered the official start date for ECASBA.

Shortly after it was established, the decision was taken to enhance ECASBA's ability to maintain a close watch on all relevant matters through the appointment of a representative in Brussels. Financial constraints at the time, and since, precluded the establishment of an ECASBA office but agreement was reached in 1996 to appoint FEPORT, the European Terminal Operators' Association, to monitor developments and report back. This arrangement continued until 2010, when ECASBA took the decision to represent itself. Henceforth ECASBA would be primarily be represented in Brussels by the Chair and General Manager, supported as necessary by colleagues with specialist knowledge of specific issues. This consistency of representation ensures that ECASBA representatives are known and recognised by the Commission and continuity in discussions can be maintained.

In terms of policy action, ECASBA is steered by its Advisory Panel, or board, who are responsible for ensuring that it is aware of, and takes action on, relevant developments in European maritime policy. Members of the Advisory Panel are appointed by the Chair and reflect the broad spectrum of ECASBA's membership. The Panel establishes working groups as necessary to shadow the policies under development at the time and to guide ECASBA's discussions with the Commission and, where relevant, with other European maritime sector organisations. In the recent past, working groups have addressed matters as diverse as port regulation, customs issues, single windows, short sea shipping, environmental matters, digitalisation and plant health. With all Commission Directorates seeing the election of a new Commissioner every five years, policy direction can also change and some topics can be merged with others, as for example was the case with short sea shipping. Previously, a major standalone policy

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"FONASBA Today"



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area, in recent years its component parts have been disassembled and allocated elsewhere, for example to environmental matters and digitalisation.

The only policy area that has remained relatively untouched by reorganisations elsewhere is customs, which has been a permanent presence on ECASBA's work programme since the very beginning, and is likely to remain so for the foreseeable future.

This regular reorganisation of the maritime policy areas requires ECASBA to be ready to react to the new priorities of the incoming Commissioner and as this book is being written, the Advisory Panel is awaiting confirmation of the new Transport Commissioner and to finding out the overall direction of their policies for the next five years.

Whilst ECASBA does hold direct, bilateral talks with the Commission on specific subjects of interest to its members, as is the case with FONASBA, cooperation with colleague associations is also vital. ECASBA therefore maintains close relations with organisations representing a wide variety of maritime industry sectors. These include ECSA, representing ship owners, ESPO, the port authority association, FEPORT, covering terminal operators, CLECAT, the forwarders body, ESC, representing shippers and the Brussels office of the World Shipping Council, the representative body for the liner shipping sector. As may be expected, ECASBA consults regularly with those organisations and participates in joint approaches to the Commission on issues of common interest. ECASBA is also a member of the Trade Contact Group which provides a forum for consultation between DG-TAXUD (the Directorate General for Taxation and Customs Union) and industry, as well as the Digital Transport and Logistics Forum, which provides a similar facility on the development and implementation of digital solutions to enhance transport across the EU. ECASBA is also a member of the Steering Group for European Shipping Week, the biennial event in Brussels, organised jointly between industry and the Commission.

In order to ensure its members are able to meet and exchange views on specifically European matters, ECASBA hosts an annual seminar in either Brussels, usually in conjunction with European Shipping Week, or another European maritime city.

In its 26 year history, ECASBA has only had five Chairmen, namely:

Eduard de Clebsattel (France) 1993 - 1998

Umberto Masucci MICS (Italy) 1998 - 2002

Gunnar J. Heinonen (Finland) 2002 - 2008

Antonio Belmar da Costa (Portugal) 2008 - 2018

Marco Tak (The Netherlands) 2018 to date

The 2018 - 2021 ECASBA Advisory Panel comprises: Marko Tak (Chair), Jean-Pascal Bidoire (France, Vice Chair), Antonio Belmar da Costa, (FONASBA Regional Vice President for Europe), Alberto Banchemo (Italy), Hilde Bruggeman (Belgium), Berit Blomqvist (Sweden) Dr. Alexander Geisler (Germany), Capt. Nikola Hristov (Bulgaria), and Botond Szalma (Hungary). FONASBA President Aziz Mantrach is also an ex-officio member of the Panel.

"FONASBA Today"

External Relations

In the interconnected international world of maritime transport, there is a continuous need for the organisations that represent the various sectors of the industry to work together in order to reach agreement on common issues, develop strategies that reflect the views of a wide variety of stakeholders and to exchange views and examples of best practice. Close and effective collaboration between industry bodies and the sharing of knowledge and experience is therefore vital in ensuring effective progress is made for the benefit of all. As was stated on a number of times in the brief history of our Federation, FONASBA has actively sought to collaborate with other organisations, whether it be in the development of a new document, to seek to influence national or regional policy or to be engaged in the development of that policy from the very beginning.

Those alliances operate at both international and regional level and prime amongst them is FONASBA's consultative status with the International Maritime Organisation, which it was honoured to achieve in 2007. FONASBA is the only organisation specifically representing ship agents and ship brokers in IMO and it participates in the organisation's activities where it is able to speak with authority on subjects of importance or interest to those members, including those relating to the ship/port interface, including container weighing, the revision of the FAL Convention and the development of single windows. When addressing such topics, FONASBA regularly works together with other industry bodies in consultative status to provide a broad-based consensus view on the specific issues.

During the revision of the FAL Convention in 2016 and 2017, FONASBA contributed the first-ever definition of a ship agent to appear in an IMO Convention, ensuring that ship agents were not held liable for the actions of the ship whilst in port, as had been the case in the previous version of the Convention, where the agent was included in the definition of the ship owner.

Whilst it does not have a consultative member category, the World Customs Organisation does confer similar status to non-governmental organisations through Memoranda of Agreement. FONASBA's original MoU was signed in 1993 and the excellent working relationship was reaffirmed in 2014 when President Marygrace Collins signed an updated version at the WCO headquarters in Brussels (see page 41).

FONASBA also enjoys consultative status with the United Nations Conference on Trade and Development (UNCTAD) and the UN Commission on International Trade Law (UNCITRAL). As reported in the history section, FONASBA gave detailed input to UNCTAD when it was developing the first version of its Minimum Standards for Shipping Agents, a guide to the establishment of shipping agency sectors in developing countries. Later in 2019, a revised version of the Minimum Standards, updated to reflect current ship agency practice, will be delivered by FONASBA to UNCTAD and to its sister organisation UN/CEFACT, the body responsible for trade facilitation. Although interaction with UNCITRAL is not regular, FONASBA has recently joined forces with its Club Member CMI to support the development of a draft legal instrument on the judicial sale of ships, a matter which directly affects some Sale & Purchase shipbrokers.

In recent months, FONASBA has also joined forces with two relatively new organisations, United for Wildlife and BASCAP, both of which are dedicated to prevent illegal trade. In the case of UfW this relates to trade in endangered species (CITES) and BASCAP is dedicated to preventing the movement of counterfeit goods. FONASBA's members, particularly ship agents, operating at the very leading edge of international



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"FONASBA Today"

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maritime transport, are therefore uniquely placed to make a major contribution to the work of both bodies through the provision of intelligence on suspect shipments. United for Wildlife operates under the Royal Foundation, established by TRH the Duke and Duchess of Cambridge and the Duke and Duchess of Sussex. BASCAP is administered through the International Chambers of Commerce.

FONASBA's actions at regional level are primarily with the European Commission and other EU institutions as well as with CIANAM, the inter-american ship agents association. Relations with the EU are the responsibility of ECASBA and are detailed on pages 74 and 75.

The membership of CIANAM comprises both FONASBA members and other associations in the Americas and acts as a bridge between the two. As at July 2019, Argentina, Brazil, Costa Rica, Mexico, Panama, Peru, Uruguay and the United States are members of both CIANAM and FONASBA. CIANAM also supports FONASBA's membership activities in the Americas.

The third of FONASBA's external relations pillars is represented by its Club members. According to the By Laws : *"Club membership of FONASBA may be conferred on any entity or organisation providing insurance, consultancy, information services, on associations of shipping interests, or on governmental and intergovernmental organisations of specific interest to FONASBA members"*. Club members are specifically invited to join FONASBA and in most cases membership is on a reciprocal, no-fee basis, thereby further enhancing contacts between the two organisations. As this book is written, FONASBA's Club members are: The Baltic Exchange, BIMCO, the Comité Maritime International, the International Association of Dry Cargo Shipowners (INTERCARGO), INTERTANKO, the International Port Community Systems Association, the International Transport Intermediaries Club (ITIC), and the Shipbrokers' Register.

FONASBA greatly values the relationships it has with all the organisations with whom it consults at all levels. They significantly enhance the levels of knowledge, expertise and experience that we can bring to our members and increase the value of our input to discussions, deliberations and exchanges of views. Our grateful thanks go to all the associations and organisations with whom we have worked over the last 50 years, and we are also grateful for the friendships and shared experiences we have enjoyed in doing so.



*FONASBA
President Aziz
Mantrach (centre)
with delegates to
the 2019 CIANAM
Annual Meeting,
Lima, April 2019*

"Inspiring Our Future"

PREDICTIONS FOR THE FUTURE OF OUR PROFESSION - FONASBA COMMITTEE CHAIRS

ECASBA CHAIR: Marco Tak

COUNTRY: The Netherlands

As Chairman of ECASBA (the European Community Association of Ship Brokers and Agents), I would like to start my contribution from the position that "there is no future without a history" so let's first look back ...

Originally established in 1990 as FONASBA's European Committee, ECASBA itself was founded in 1993 in order to directly represent European brokers and agents in their dealings with the institutions of the European Union. This it accomplishes primarily through bilateral exchanges with relevant Directorates General (DG's) of the European Commission or in collaboration with other European maritime sector organisations. Topics presently on ECASBA's work programme include customs legislation, the development of the European Maritime Single Window environment, veterinary checks on cargoes of animal origin and the harmonisation of border controls. Other issues under discussion include digitalisation in general, recognition of the ship agent, new regulations on crew changes in the Schengen Area and the impacts of the General Data Protection Regulation, especially with regard to how long agents have to retain data collected on behalf of statutory authorities.

ECASBA has developed a strong relationship with all the relevant DG's, especially with MOVE (Mobility and Transport), TAXUD (Taxation and Customs Union) and SANTE (Health and Food Safety). In the future ECASBA plans to intensify these existing good relationships and to expand its contacts to include other DG's as necessary and relevant.

The future is of course notoriously difficult to predict, but personally I think that the world economy will again return to positive growth and trade barriers will be scaled back to a minimum. The European Union will also expand further, thereby strengthening its position in the global economy. As a result, transport between the EU and the rest of the world will expand, which is positive for our profession as port calls will increase. Because of the strong competition in the container sector however, further mergers and take-overs may be expected, which will of course mean fewer companies will control the growing box market.

As elsewhere, IT developments will drive progress and in doing so will disrupt current practices. Autonomous shipping is moving forward, but will this be fully or partly autonomous? Truck platooning (a number of trucks operating autonomously in convoy) will provide an efficient mode of transport between the port and the hinterland, reducing accidents, CO₂ emissions and fuel consumption.

Blockchain and associated technologies will be fully introduced and these will impact positively on the administrative burden on both the private and public sector by, for example, eliminating uncertainties in communication between the parties. Artificial Intelligence (AI) will assist in the planning of a vessel by using dynamic historical data. It will also support optimisation of the port call. At the same time, less complex solutions, such as the harmonising of reporting data across all EU ports, will also be introduced. In spite of all these developments however, I am confident that far from diminishing, the role of the agent will become even more important in the future.

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Marco Tak
ECASBA Chair
2018 - 2021



"Inspiring Our Future"

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A wide and effective local network of contacts, as well as detailed and extensive knowledge of the port and its regulations and procedures will remain crucial for a smooth port call. Technical developments can replace processes, but they will never replace the local contacts and expertise of the agent or the essential human contact so much appreciated by seafarers far from home.

Exchange of information between the private and public sector and between the Member States will be fully digitalised. ECASBA will therefore continue to work closely with the various DG's, and our partner organisations, in order to ensure that these changes support and enhance the role of the ship agent. We must not forget either that in order to keep pace with these technological changes, significant changes will also be required in European and international law.

My predecessors as Chairman of ECASBA established a good atmosphere and cooperation with the various DG's in the past. As the current Chairman I am committed to ensuring that cooperation will continue in the future. I can also confirm that ECASBA is already preparing itself for the future. The pace of developments is increasing, we must keep up.

"Inspiring Our Future"

PREDICTIONS FOR THE FUTURE OF OUR PROFESSION - FONASBA COMMITTEE CHAIRS

SHIP BROKER COMMITTEE CHAIR: Fulvio Carlini FICS

COUNTRY: Italy

A Ship broker. The Ship broker. This is what I wanted to be, this is what I became, a dream come true for me. I remember when I was finishing my studies at the Nautical School, and then started University, that was the final target, the arrival point. After a bit of sailing and work with my Father in his ship agency, I started the studies with the Institute of Chartered Shipbrokers, the exams, and eventually, yes, I became a Member of the ICS, I was a Ship broker! A professional who had knowledge of ship building, ship construction and management, shipping law, international trade, geography, finance, commercial law and others. A wide range of skills is required if one wants to do this job properly!

Why was it so important, for a young Italian boy, to be a ship broker? Because I believe, indeed I have always believed, that it is the nicest profession in the world. Because it is a never ending learning activity, because it is the job where every day is different, every day there is something new to do, new people to know, new languages to speak, where English is "The language", but it is spoken in thousands different ways. Because it requires having to deal with different commodities being carried from one point to another of the world, sometimes very close but often very far away from each other; because sometimes the same, or at least a very similar cargo is to be carried from point A to point B, and then, without an apparent or logic reason, from point B to point A! Probably, and I will stop now, because it is the most international job I see, a fundamental part of shipping, which of course is international. When an activity is international, then it connects people, cultures, countries, which to me is the most important thing a human being must do: work and improve their capacity to live together.

Having said that, and moving now from philosophy to our day-to-day life, this is what a ship broker does: connecting people, companies and businesses. Many years ago, when communication was very difficult, people in different countries or continents shared a common need to move their cargo, or to employ their ship, to get together, and this was what the ship broker was doing. We have used the telegraph, telephone, telex, fax, and now the Internet, but we are always doing the same thing: connecting people. It is an activity where companies are involved; companies which once were created by single ship brokers, where the Father often passed the business to his children, but that has changed significantly today. Companies tend to be larger and larger nowadays, thus to be able to better compete by broadening the range of services they provide and also by lowering costs, but irrespective of the size of the company, professionalism remains a constant requirement, and professionalism lies not with the company, but with the individual.

FONASBA is a big community and we are working to promote our activity: our profession, and our professionalism, at the highest level. This is why we exist. Not "to protect" but "to promote" the professions of ship brokers and ship agents, who are the connecting ring in the chain between cargo and carriers, between carriers and authorities, between people who have little knowledge about what happens at sea and people who at sea, or with the sea, spend their lives.



*Fulvio Carlini FICS,
Ship Broking Committee
Chair*

(Continued on page 81)

"Inspiring Our Future"

PREDICTIONS FOR THE FUTURE OF OUR PROFESSION - FONASBA COMMITTEE CHAIRS

(Continued from page 80)

Inside FONASBA we have our Ship Brokers Committee, which I have the honour to chair. It is a committee whose professionalism is recognized and endorsed by the ship owner organisations, BIMCO, INTERCARGO and INTERTANKO, by the maritime law association CMI as well as shippers and other related bodies. We have been invited to join their committees, to participate in their work and present the views of our members because our input is sought and valued and we are grateful for the opportunity to express those views.

As Chairman of the Ship Brokers Committee I would like to finish by using the title our British colleagues gave to the Seminar we held during our Annual General Meeting in London 2016: "Is the Shipbroker a Dodo, heading for extinction?" Are we heading towards extinction because of new technologies, of new and emerging market developments, of the need to cut costs, to save that little 1.25% commission we ship brokers need to survive, to carry on with our business? My answer is NO, we will not. We will be there still for a long time, because as long there are ships at sea owned by many ship owners, and cargoes to carry on behalf of many charterers, they will need our work, our mediation capabilities and our wise words of counsel when making a choice. The movement of goods by sea is a complex task, with many interconnected but diverse players, and it is the role of the ship broker to utilise our skills, knowledge and professionalism to bring those players together, to find a common meeting point between all of them and so ensure that international trade can continue to function as seamlessly as possible.

In spite of the changes to our industry, FONASBA will still play a vital role in helping us to be known, to be recognized, to promote the need for additional skills and education and above all to preserve our love for this job.

Fulvio Carlini FICS chairing the "Is the Shipbroker a Dodo?" discussion forum at the 2016 FONASBA Annual Meeting in London



"Inspiring Our Future"

PREDICTIONS FOR THE FUTURE OF OUR PROFESSION - FONASBA COMMITTEE CHAIRS

SHIP AGENT COMMITTEE CHAIR: Waldemar Rocha jnr.

COUNTRY: Brazil

Since the early days of our civilisation, mankind has sailed on rivers, lakes and seas to move around and later, to transport goods. The Phoenicians were probably the first to develop freight transport by sea but we don't have any precise records. We do know, however, that King Solomon made agreements with people of other countries and tribes to bring the necessary material to build his Temple. As a result, we know that logs and other building materials have been transported by ships for thousands of years. Likewise, we don't know exactly when sailors and ship owners needed an agent to represent them, take care of their ships and crews and handle their cargoes for loading and discharging at distant ports. Later agents were also required to canvass new cargoes and develop commerce and trade between distant lands and people. It is therefore likely that ship agents have been around almost as long as ships have carried cargoes.

Today ship agents continue to play a very important and indispensable role in foreign trade, attending to vessels of different flags, crews of diverse nationalities and supporting ship owners in countries scattered throughout the world... for example, a company based in Norway, their ships registered in Panama, manned by Philippine crew and carrying goods from Africa to Asia, are all gathered together through the agents' performance and activities.

In the last 50 years agents have seen a lot of changes, for example the modernisation and development of the ships, the way cargo is packed and handled and the equipment on board the vessel and ashore. The speed of cargo handling has increased dramatically too; long port stays are now condensed into only a few hours.

The biggest change, no doubt, was in communication. Telegram, telex, fax, email, WhatsApp, smartphones and Skype calls changed the means and speed of the information flow. The owner whose head office is in Denmark can have information about his vessel in South America in just a few minutes. Although seaborne commerce still demands the use of physical paper documentation (Bills of Lading, Mates' Receipts and Statement of Facts), which used to be forwarded by post and courier services, in a paperless world digital documentation has taken over and hard copies are rarely seen. Whilst we cannot clearly foresee what the reality will be in the near future, unmanned ships, the Internet of Things, Artificial Intelligence and other similar developments make it clear that ever-more sophisticated technology is on the horizon.

In view of these changes, we question: Where will we be in the next 50 years?

Technology has already changed the way we travel, book hotels, buy food, clothes and utensils and even how we ride in a car, so we cannot ignore the fact that more changes can also be expected in our shipping activities.

As agents, we have had to adapt from telegram to telex, telex to fax and subsequently to e-mail, mobile phones and apps. Furthermore, we have also had to cope with the modern ships and shorter port stays, requiring immediate action to ensure we can accomplish all the human and operational demands placed upon us in the few hours the vessel is now in port. Agents have always been at the forefront of technological change and it is clear we will continue to do so in order to provide increased value and expertise to our Principals.



*Waldemar Rocha jnr.
Ship Agent Committee
Chair*

"Inspiring Our Future"

PREDICTIONS FOR THE FUTURE OF OUR PROFESSION - FONASBA YOUNG AGENT AWARD WINNERS

WINNER: Renan Queiroz — 2015

COUNTRY: Brazil

The advance of globalization, more flexible tax regimes and an increasingly mobile workforce have created new opportunities and challenges to the shipping industry. New strategies and corporate processes are in place to deal with an industry that is being constantly reshaped through market consolidation and changes in the global trade balance. The importance and appreciation of sustainable profitability in several sectors, the operations becoming increasingly international and ever more sophisticated tax authorities are leading shipping companies to meet new and more effective ways to align their corporate, operational and tax structures.

The shipping industry is highly cyclical and has historically experienced significant volatility in freight rates, ship values, return to shareholders, among others. As a natural consequence, the shipping agency business is also very volatile. The industry is highly affected by changes in the international economic and political environments. The increase and emergence of new regulations, the volatility of international financial markets, the risk of piracy (both at sea and Internet), technological advances and environmental concerns impact on a business that was already highly challenging and volatile, putting even the strongest shipping companies to the test.

For companies to maintain or even achieve the desired success, all risks involved must be evaluated and controlled. Shipping agencies should therefore adapt themselves quickly and effectively to these major changes, both with regard to maritime transport and to the port operations system.

In a tough economic time worldwide, financial pressure is experienced by all shipping companies and, as a consequence, by all shipping agencies. The searches for solutions that add value to the service provided by the shipping agency whilst reducing the costs to the ship owners have naturally become increasingly important. It is clear that the traditional role of the ship agent has been under constant threat. Through improved forms of communication, shipping companies are increasingly assuming direct responsibility in functions that were previously from the agency. It is therefore up to ship agents to find a way to continue adding value to our service. In this context, the analysis of which factors and trends should be taken into account for shipping agencies to adapt to these changes and overcome the challenges presented becomes relevant.

With the introduction and advancement of electronic exchange of information between Governments, Port Administrations, Shipowners, Importers, Exporters and other parties through technologies such as Blockchain (which is already in place, especially in first world countries), the traditional role played by the ship agent has changed. The effects on agents include: reduction of staff, agencies investing heavily in application development and IT solutions, traditional small agencies struggling to compete with global agencies, instant communication with clients and other players, clients increasingly interested in compliance and QHSSE policies etc. Whilst we may think that cutting the red tape does not entirely act in our favour, it is our duty to imagine how we can swim with this inevitable tide.

Within a horizon of, say, 50 years down the road, it is not difficult to anticipate the total automation of vessels and port operations. Several services that today are coordinated by the ship agent could therefore disappear: the need of crew changes, coordination with port operators and other parties, to name a few. It is difficult to predict what the future holds for us ship agents but easy to conclude we are looking at a challenging path ahead in which, as painful as it may be, we can either vanish or evolve by taking advantage of the opportunities arising with the technological advancement.



*Renan Queiroz,
YABA Winner 2015*

"Inspiring Our Future"

PREDICTIONS FOR THE FUTURE OF OUR PROFESSION - FONASBA YOUNG AGENT AWARD WINNERS

WINNER: Niklas Soltow — 2017

COUNTRY: Germany

What makes up our industry? For me, it is values like integrity, trust, experience and expertise. Those values are lived and promoted by the FONASBA with every fibre of its organisation and by every member. I would say that these values, together with an always-attentive eye for the needs of the time and of the customer, are the recipe for success of our industry today and in the future. Even if in twenty or fifty years the access and communication between and within networks might have greatly changed, this will not replace the deep expertise and the extensive experience of the ship brokers and agents. At the end of the day this know-how saves time and money for our clients today and it will do tomorrow. Furthermore, I think that in an increasingly informal world, customers will value a trustworthy and reliable partnership. However, this does not mean that we don't have homework to do.

Usually, when we grow older we become more rooted in past. Habit takes over. But we have to be aware that formulas that worked fine in the past might not work as well in future and that our past successes should not be taken for granted. Therefore, we have to be capable of keeping up with change and adapting to the unexpected. The better we can adapt our thoughts to changing circumstances the more realistic our responses to them will be. The more we lose ourselves in pre-digested theories and past experiences, the more inappropriate and delusional are our responses.

The future is always created either by ourselves or by others. It is just a matter of motivation. In order to take the chances to improve our businesses we should start to improve ourselves. As mentioned in my Award essay, education will be one key factor. Here FONASBA also takes seriously its responsibility to share know-how and experience and qualify agents all over the world. The Young Ship Broker or Agent Award is a great way to encourage and promote the young motivated brokers and agents to deal with topics of our industry. I think that this award is a win for young and old alike. As we, the young generation, are the future we should deal with it and take every opportunity to learn from the experience of the others. This interaction between generations and specialists from different sectors is how creativity is sparked and opportunities are created.

To make it short, the future holds a lot of interesting opportunities for us and our industry and if we stay open minded to the new and strengthen our networks, live our values and share our experience, everything is possible. Furthermore, FONASBA's focus on the important affairs of our industry and its strong voice, which represents the interest of all ship brokers and agents, is increasingly needed.

Especially in the current hysterical times, which are partly dominated by panic, it is more and more necessary to remember the Hanseatic virtues: "Stay calm, think, act" - in that order.

I wish FONASBA all the best for the future and hope to remain a part of the family.



*Niklas Soltow,
YABA Winner 2017,
receiving his Award from
FONASBA President John
A. Foord FICS, Dubai
2017*

"Inspiring Our Future"

CHAPTER X: PREDICTIONS FOR THE FUTURE OF OUR PROFESSION - FONASBA YOUNG AGENT AWARD WINNERS

WINNER: Filipe Martins — 2018

COUNTRY: Portugal

I was honoured to be given the opportunity to write a few words on the celebration of the FONASBA's 50th anniversary and must start by recognising and acknowledging all the hard work, commitment and dedication of all of those people that made this this Federation the family it is today and contributed to the successes it has achieved to date. I am also certain that the many others that follow in the coming years will apply same inspiration and perseverance to the work of FONASBA.

FONASBA was founded in 1969, at the start of the 3rd Industrial Revolution, marked by improvements in information and communications technology and increasing automation which in turn led to enhanced operational efficiency and productivity. During the 50 years since, the maritime industry has changed completely and evolved as never before. Today, we stand on the verge of the 4th Industrial revolution and some thinkers are already looking forward to the two next revolutions and the impact they will have on our way of life and work.

In my YABA 2018 paper, "The Shipping World in 2025 – a Road Map for shipping agent", I looked towards and anticipated some of the changes and challenges I foresee for the next five years as well as speculating on what will be the future within next 50 years. Shipping will always be in evolution, and we ship agents or brokers will always be at the front, like the bow of a ship.

Looking forward, it is clear that as well as further developing our current technology, it will also continue to go greener. Current developments such as the introduction of autonomous ships and the increasing use of drones for a multitude of tasks will continue, albeit at a faster pace, but I can also see major changes in the logistics chain as a result of the impact of 5G technology. Indeed, it is perhaps not too far fetched to suggest that the logistics chain as we know it today could break and be replaced by something completely different.

Personally, I will also be very interested to see how developments in space technology will impact on our work as ship agents. Very soon we will see the start of space tourism and it is inevitable that some of the advances in logistics necessary to support it will eventually filter down to our shipping industry. This is something we should keep our eyes on. Founded only three months before Neil Armstrong walked on the surface of the Moon, it would be interesting if that tenuous link between FONASBA and space exploration were to be brought together by the increasing use of space as a transport medium!

Of course, all of this is pure speculation but it is my belief that, overall, we will all be prepared for what the future will bring us, especially with the benefits of FONASBA's ongoing guidance and support.

The only thing that I'm sure of however, is that within next 50 years, we will be celebrating FONASBA's first century!



*Filipe Martins,
YABA Winner 2018*

"Inspiring Our Future"

CHAPTER X: PREDICTIONS FOR THE FUTURE OF OUR PROFESSION

Simone Carlini MICS

Chair, Gruppo Giovani FEDERAGENTI, Vice Chair Ship Agent Committee

"The Future of Shipbroking and Port Agency:

We know where we have been, let's look where we are going"

In 1969, when FONASBA was established, having a ship broker was an absolute necessity for every charterer and every owner since they had to rely on people who physically attended the Baltic Exchange and met other people to look for a ship or a cargo. Now charterers can find ship positions on internet and owners can negotiate a fixture on their favourite messaging app on their computer or mobile phone.

Back in those days (not that much back after all, 30 to 50 years ago) the owner of a ship calling at a port had to rely completely and solely on the local appointed agent when it came to arrange all the formalities, buy the all supplies, coordinate the all services and even notify shippers or receivers of cargo. Now ships captains can (in some countries at least) access the local port management website and have a direct channel of communication with local authorities and owners can easily build up their own network of local suppliers in every port virtually with a 2 second Google search.

Does this mean ship brokers and port agents are not needed anymore? Yes indeed it does: and our professional categories will be less and less needed by the industry as time goes by. Does this mean ship brokers and port agents are not wanted anymore? Absolutely not: there are still many situations where charterers and owners are willing to talk to a broker and where ship owners and ship captains are happy to deal with a port agent. So, does this mean our professions is going to disappear? Hopefully not.

Let's take it from there: in the past (and as I have already mentioned we are not talking about centuries ago, 20 or 30 years ago the world was a totally different one and this includes the shipping business) both ship brokers and port agents were an absolute necessity to the business itself, but now many of their activities, which used to be extremely precious, can now be overtaken by technology. This could mean we could let ourselves die while thinking about the good old days, but since not all ship brokers and port agents are old enough to claim the state pension, we may need to think of another strategy.

We used to be necessary, which means we used to be "compulsory", imposed not by an authority but by the industry; now we get to be chosen, our service must be of even higher quality so that charterers and ship owners will be willing to appoint us (by choice not by necessity) and happy to ask for our services as we will really add some value to the business itself. Doesn't sound that bad, does it? So let's man up (and woman up of course) and bring it on, since we still have something worth selling, probably even more valuable than in the past.



Simone Carlini MICS

PHOTO PAGES: Remembering Past Annual Meetings



2002
Rio de Janeiro

PHOTO PAGES: Remembering Past Annual Meetings



PHOTO PAGES: Remembering Past Annual Meetings



2005
Tokyo



PHOTO PAGES: Remembering Past Annual Meetings



PHOTO PAGES: Remembering Past Annual Meetings



2007
Buenos Aires

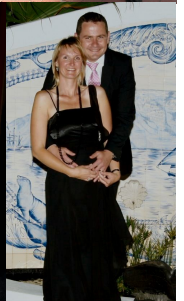
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2008
Opatija



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2009
Cape Town



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2010
Varna



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2011
Sydney



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*2012
Venice*

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2014
Gothenburg



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2015
Vitória



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2016
London



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2017
Dubai



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2018
Cancún



ACKNOWLEDGEMENTS

Any book that seeks to adequately and accurately reflect the history of a membership organisation will by necessity involve a significant number of people, this one is no different.

In compiling the text of this book I would like to thank the current President, Aziz Mantrach, and the members of the FONASBA Executive Committee for their encouragement throughout the process. The contributions to the preceding pages from those same Committee members, as well as from the Past Presidents, who have kindly provided their own personal recollections of their terms of office, and the winners of the Young Agent and Broker Award are also greatly appreciated and add immeasurably to the breadth and depth of the text. We are also very grateful to the Secretaries General of the International Maritime Organisation, the World Customs Organisation and the International Chamber of Shipping as well as the Presidents or Chairs of our Club members for their valued contributions. The generous support of the companies whose advertisements appear in this publication is also gratefully acknowledged.

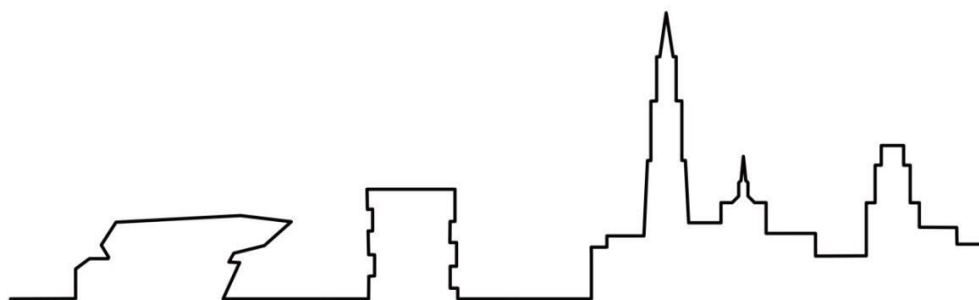
Thanks are also due to my colleague, and Assistant General Manager, Victoria Marsh FICS for her help in digging through the large storage boxes and photo CD's that form our archives and thus ensured that I had all the relevant historical information available as it was required.

Clearly, a book is rather more than just a collection of words and pictures, it is also a physical object that needs to be designed, edited and printed. Grateful thanks are therefore due to: Julie Lithgow, Director of the Institute of Chartered Shipbrokers, who generously put her considerable knowledge of the book publishing process at our complete disposal; to my daughter Fiona, whose design flair and skill ensured that this publication looks considerably more professional than would have otherwise been possible, and last but not least to Joe Cicero, Sales Manager at Premier Print Group and his team for producing the final result that you now hold in your hand. As well as printing the book, Joe kindly ensured that I now have a detailed insight to commercial printing processes, which may prove useful at some time!

Ultimate responsibility for the accuracy of much of the information in this book falls to the author and I have endeavoured to ensure, so far as possible, that the text correctly records and reflects the historical facts as we know them. It is however perfectly possible that there are some factual errors and if this is the case I apologise for the error.

Finally, it is not possible to duly acknowledge by name everyone who has contributed to FONASBA being as it is today. As a membership organisation it is nothing less than the sum of every single person who has participated in our actions and activities over the fifty years covered in this book. FONASBA would not be what it is today without you and even if you are not mentioned by name, rest assured your contribution has been valued and was integral to our success. Thank you.

JONATHAN C. WILLIAMS FICS
General Manager
London, July 2019



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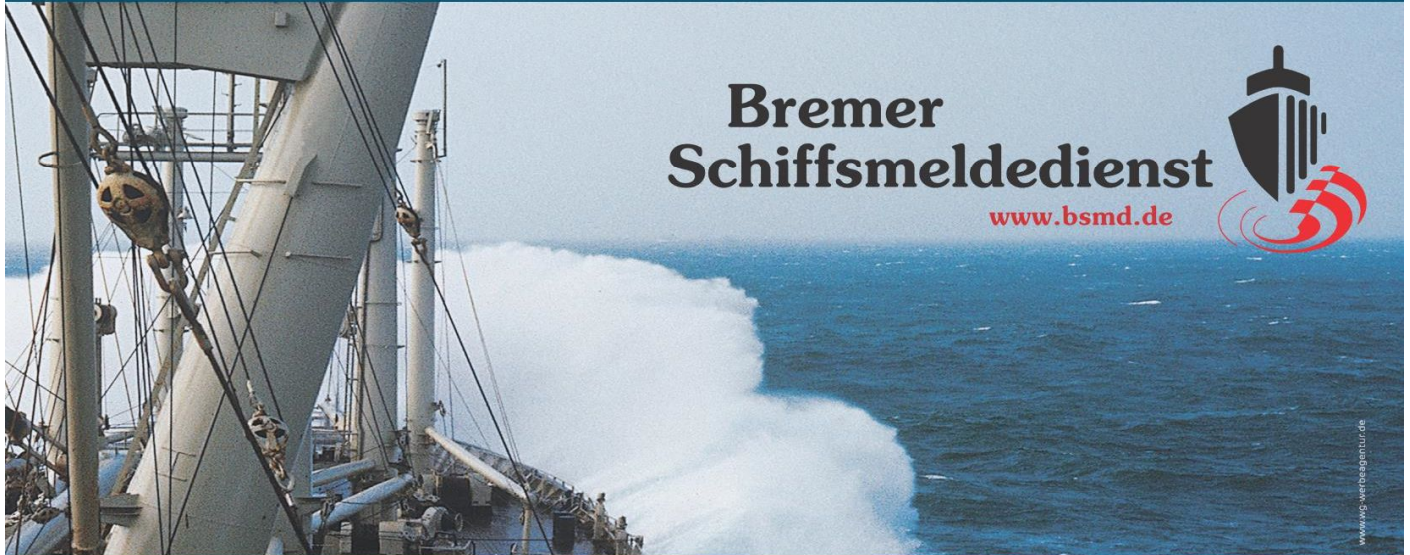
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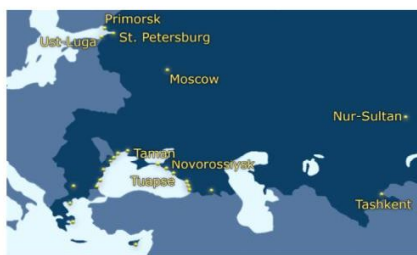
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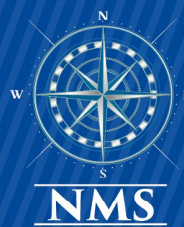
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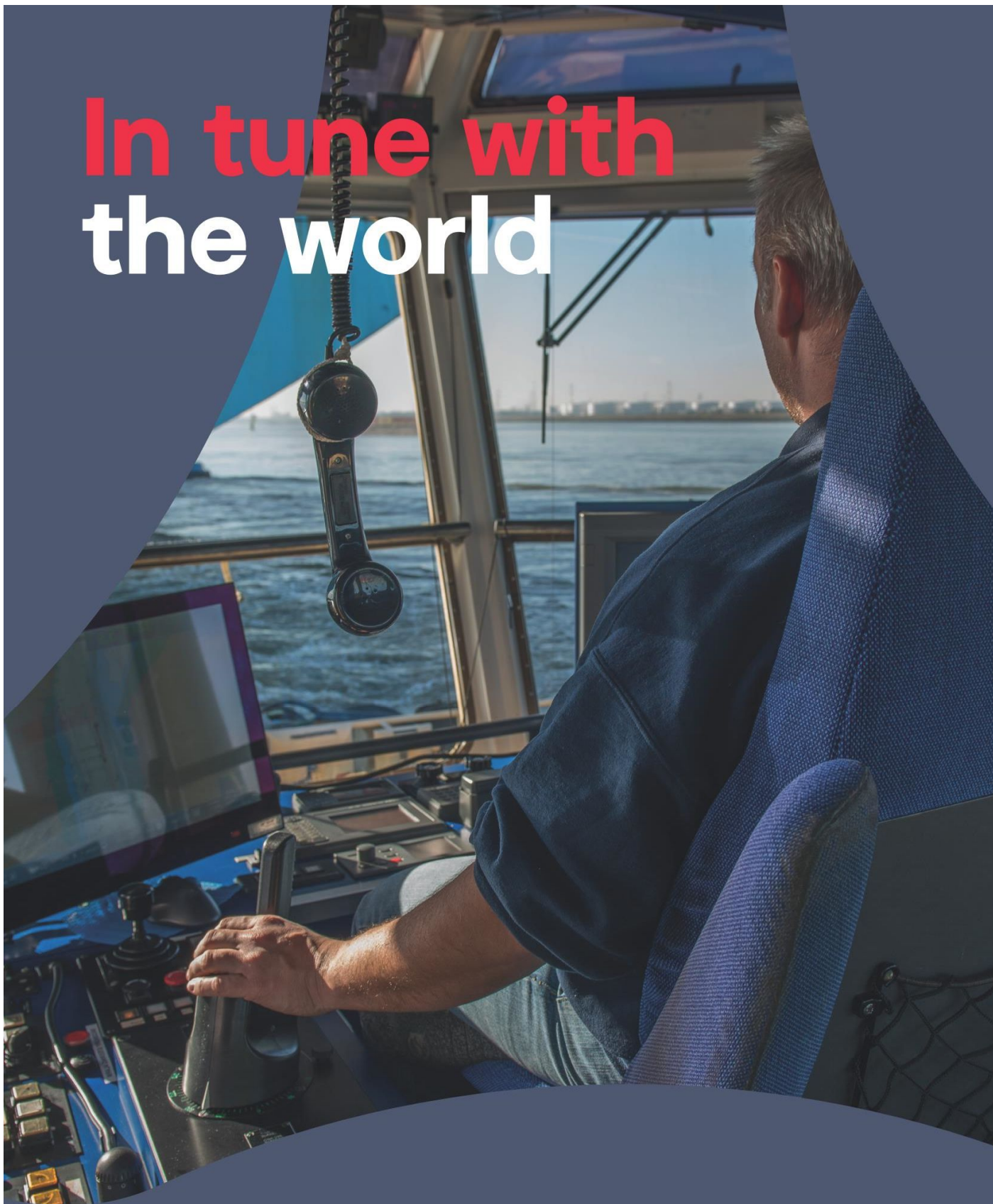
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There are 28 languages spoken in FONASBA. These end papers show the terms “ship broker” and “ship agent” in those languages.

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navegação

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agent morski

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نمایندگی کشتیرانی

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agent de navă

ladijski posrednik
pomorski agent

mediatore marittimo
agente marittimo

sensor tal-vapuri
agent tal-vapuri

