

CONFERENCE

# AIVP Lisbon 2024

November 27, 28 & 29th



# World Conference Cities & Ports by AIVP



**Bruno DELSALLE**  
General Manager  
AIVP

## General Meeting

AIVP 19<sup>th</sup> World Conference

Lisbon, Portugal



**Edouard PHILIPPE**  
President  
AIVP



**Mario GIRARD**  
Vice-President  
AIVP

# AIVP General Meeting – 27<sup>th</sup> November 2024

Lisbon, Portugal



# Agenda

8h30

Highlights 2024

Activities programme 2025

Membership fee schedule 2025

Budget forecast 2025

Statutory amendment

Election of the Board of Directors

Other questions

9:45

Closing

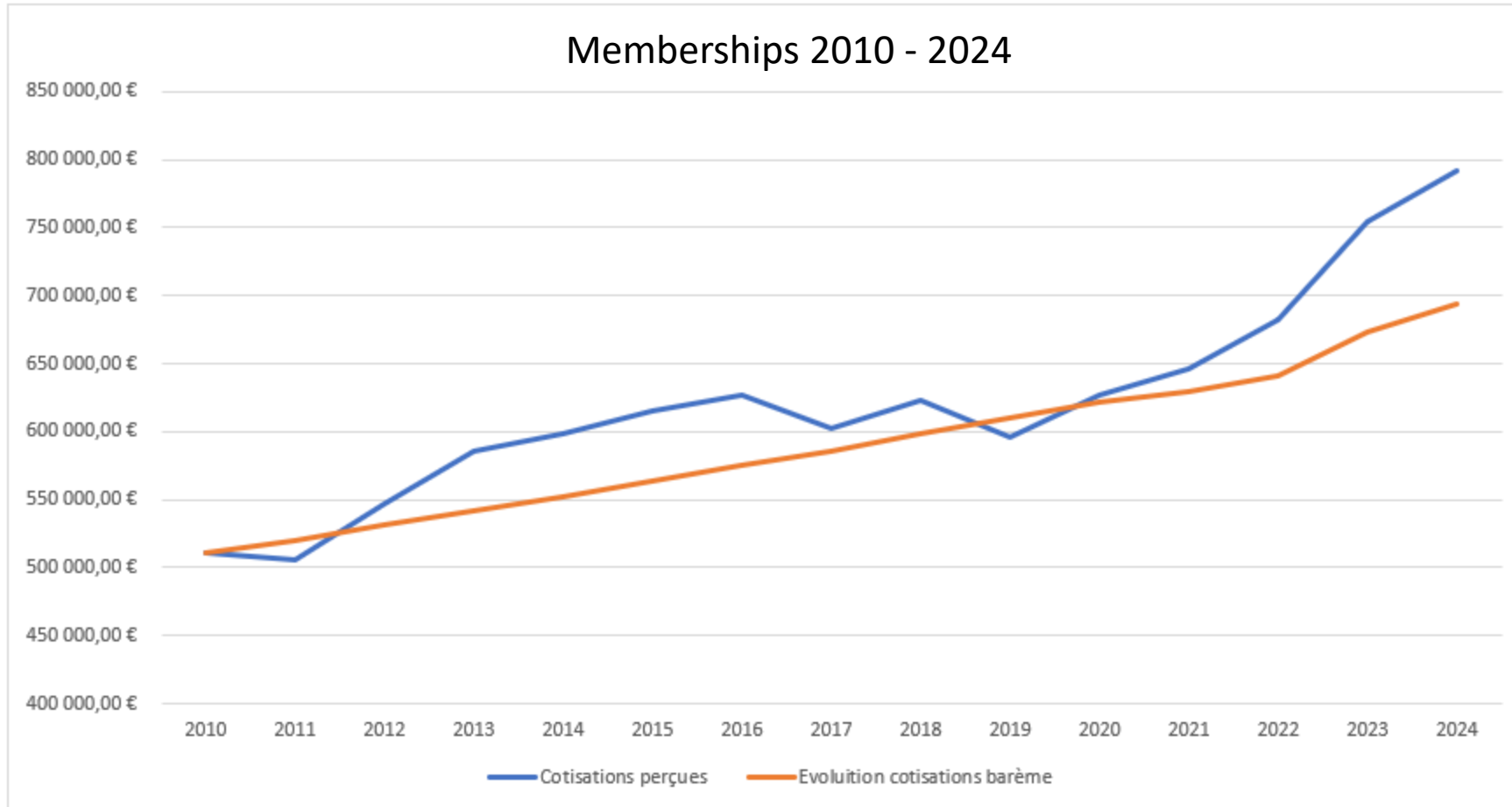
# Highlights 2024



# Network development in 2024

	Local authorities	Port authorities	Professionals
New memberships	<p>City of Sète, France City of Saint John, Canada</p>	<ul style="list-style-type: none"><li>• National Port Authority, Haiti</li><li>• Mersin Port International, Turkey</li><li>• Autoridad Portuaria de Vigo, Spain</li><li>• Puerto de Quequen, Argentina</li><li>• Port of Seychelles</li><li>• Autonomous Port of Nouadhibou (Mauritania)</li><li>• Puerto Comodoro Rivadavia (Argentina)</li></ul>	<ul style="list-style-type: none"><li>• Hatch, Canada</li><li>• Novarium, Canada</li><li>• Agence Mind Architecture, France</li><li>• DSP Consulting, France</li><li>• Blumorpho, France</li><li>• Belgian Creosoting Centre (CCB)</li><li>• New York Economic Development Corporation, USA (tbc)</li></ul>
Disaffiliation	<ul style="list-style-type: none"><li>• City of Port Saint-Louis du Rhône, France</li><li>• Umhlatuze Municipality, South Africa</li></ul>	<ul style="list-style-type: none"><li>• Nice Chamber of Commerce and Industry, France</li><li>• Puerto de Buenaventura, Colombia</li></ul>	<ul style="list-style-type: none"><li>• Seaboost, France</li><li>• AELER, Switzerland</li><li>• Green city organisation, France</li><li>• La Marina de Valencia, España</li><li>• ZCCS, France</li></ul>

# Network development in 2024



# World conference 2024 - Open piers !

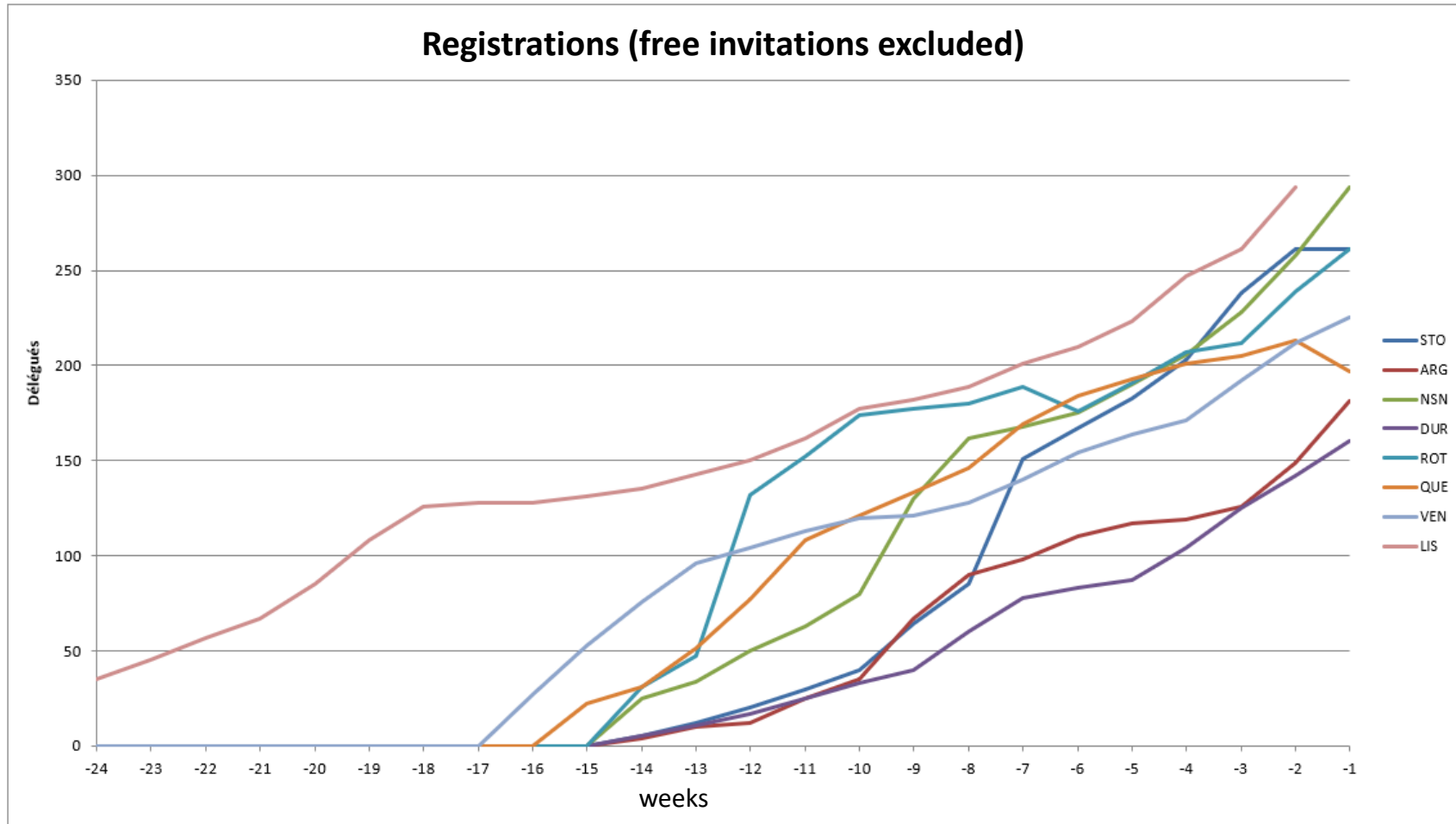
Thank you to our partners:

- Port of Lisbon
- Port of Setubal
- Champolimaud Foundation
- City of Lisbon
- City of Oeiras
- The Nautic School





# Lisbon, 27-29 November 2024 : registrations



# International cooperation projects



## Magpie

European project on smart and green ports

### Period

- 5 years (2021 / 2026)

### Partner members

- Port of Rotterdam
- HAROPA Port

### Actions AIVP 2024

- Spreading results
- Port-City Community Workshop with ports of Wesel (Rhine Valley, Germany)
- Final phase of the study on the Future Masterplan for ports
- Impact assessment system development
- Starting preparation phase for a General Public Exhibition



## Connected River

European project on shared uses of water spaces

### Period

- 4 years (2023 / 2026)

### Main partners

- Port of Amsterdam
- Port of Hamburg
- City of Nijmegen
- Dutch Ministry of Infrastructures and Water Management

### Actions AIVP 2024

- Spreading knowledge,
- Facilitating the Connection and Reflection Group
- Providing expertise on the Port-City theme
- Participating in workshops



## Safari

European project: "SAFe climA Resilient Infrastructure"

### Period

- 3.5 years (2024 / 2027)

### Partner members

- Port of Dunkirk
- Port of Sevilla
- Port of Lisbon
- Port of Livorno
- Port of Tripoli

### AIVP role

- Exploiting and capitalising on results: guide to good practices, project promotion, knowledge sharing
- Participation in the working group on institutional measures



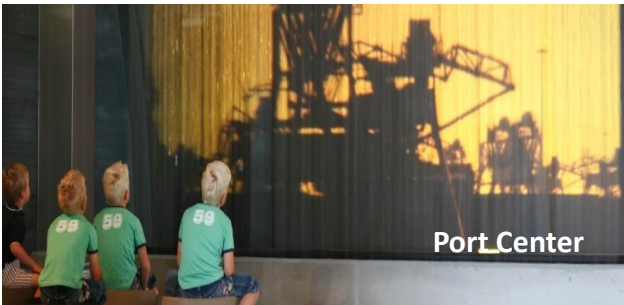
# Working groups and publications



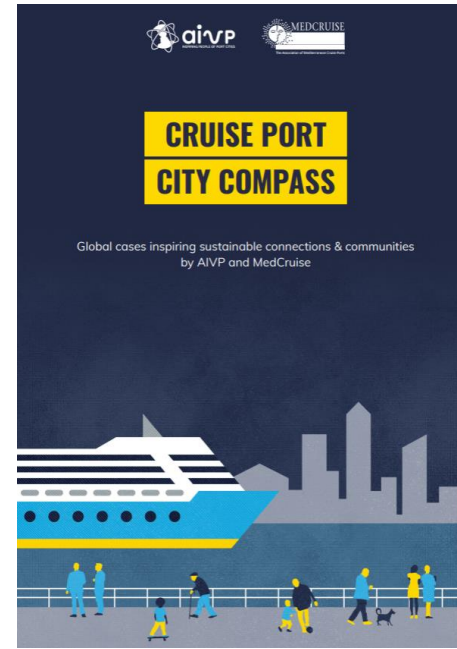
River Port Cities



Cruise



Port Center



**PORT CENTER CHARTER**

The only possible way to achieve a sustainable port-city relationship is by establishing a positive and durable dialogue with the citizens. AIVP is a strong supporter of this dialogue and of Port Centers as the ultimate instrument for this purpose.

Each Port Center is defined and built in accordance with the history and the socio-economic situation of each port-city, responding to the local context. For an effective fulfillment of its mission, the Port Center and its program of activities should respond the framework of a series of missions, identified and shared in the "Missions Charter of a Port Center".

**WHAT IS A PORT CENTER ?**

The Port Center is created to create links and dialogue within the port-city community. It enables knowledge and ideas about the port to be shared. The concept can be adapted to the realities of each port-city. It can take different forms: physical locations, multiple locations, web platform, seasonal program. The Port Center name is suggested by organizers, but is not mandatory.

**AN ECOSYSTEM OF PORT, CITY, INDUSTRY AND CITIZENS**

It is crucial to experience the port to understand its reality. Human interaction is at the heart of our vision of a Port Center, through experiments, visits and meetings with professionals, citizens, their elected representatives, associations, researchers, teachers, entrepreneurs, workers and artists, and the links established between all of them are indispensable to its on-site Port Center project.

**PROJECTS FOR THE FUTURE**

Port Centers must create trust and a sense of belonging to a port-city community. They are inspired by the recommendations of the Agenda 2030 by AIVP. They draw on local expertise and pre-existing initiatives, with which they look for synergies.

**TOWARDS A WORLDWIDE NETWORK OF PORT CENTERS**

The AIVP working group on Port Centers has been in existence since 2013, thanks to a handful of founding members whose determination we share. Each new member brings enriching ideas for all participants. The objectives of this Charter for the group in order to share best practices, spread together a port culture and contribute to a more united world.

**MISSIONS OF A PORT CENTER**

**1 | EVERY PORT CITY IS DIFFERENT EVERY PORT CENTER IS DIFFERENT**

The Port Center adapts to the local characteristics of the port-city in which it is located. There is no single model for a Port Center. It reveals the port and maritime identity of a given area. It responds to the needs of the local community. The Port Center should citizens and all port-city stakeholders to interpret the unique port landscape in which they are evolving.

**2 | A LONG TERM VISION**

The Port Center needs to find its own sustainable model and to convince potential partners. The creation of a Port Center need to find a long-term vision which helps to build a common port-city identity. The resulting venue or programme does not necessarily have to be called a "Port Center". It is possible to find a more local name that will serve as a landmark well identified by the public.

**3 | AUDIENCES**

The Port Center adapts to its audiences and aims to welcome port citizens of all ages, backgrounds and professions. It pays particular attention to schoolchildren and students for whom the port represents opportunities for the future. Interaction with the public takes the form of dialogue with guides and/or mediators. Suitable activities take place in schools and social centres, for example. The development of a digital presence is being sought in order to attract a new audience. The Port Center is at the heart of community engagement programmes.

**4 | EXPERIENCING THE PORT**

The Port Center reveals how a complex ecosystem works, so that each stakeholder can understand the port identity of its territory. It presents a multi-thematic approach that takes account of local issues, the context of globalisation and the links between the different actors. For a Port Center, opening up the port to the general public means: exceptional port visits, company open days, tourist routes by bus, by bike, by boat, etc. The use of viewpoints and observation towers facilitates discovery. The Port Center encourages the use of public transport and cycle paths that cross or run alongside the port area.

**5 | PROMOTING PROFESSIONS**

The Port Center helps to valorise port professions and careers, especially among the youth. These professions are promoted, particularly among women, who are under-represented in the maritime world. Partnerships with the world of education, vocational training and universities are needed.

**6 | ACTIVITIES**

The Port Center is a hub of activity in and around the port. It has a permanent exhibition and a programme of activities. Renewal and innovation are the key words. The Port Center complements existing initiatives. A team is responsible for coordinating activities, field trips and educational or cultural projects. Activities bring together human and technical resources with the aim of creating links around shared values. It is carried out on a regular basis. It can also be a starting point for visits to the port.

**7 | INNOVATION**

The Port Center is designed as an educational and information tool using the latest experienced approaches and progress. Equipment, participatory science and digital applications are at the heart of the educational programme. The activities, whether interactive or in the form of workshops, maintain the link with contemporary realities. They seek to involve the senses and develop familiarity with the port. The sounds, smells, materials and products frequently found in the port should be at the heart of the activities. To reach this goal, trials of new contents and tools can be shared within the Port Center Network.

**8 | COMMUNITY INVOLVEMENT**

The Port Center seeks the involvement of professionals, cultural and scientific players, and the entire port community. It forges links based on mutual knowledge and private companies, universities, research groups, museums, heritage structures and tourist offices. It develops long-term partnerships to broaden its audience to non-specialist audiences. It takes into account the expectations and constraints of its partners, giving priority to short-term immersion and visits to industrial and port sites, while respecting safety regulations. It places the activities and information it presents to a broader historical or geographical perspective, using university knowledge. In a spirit of transparency, it informs the public about the port's socio-economic and environmental impact in a credible manner.

**9 | OBJECTIVITY AND TRANSPARENCY**

The Port Center presents the issues as objectively as possible, based on the current scientific consensus and taking into account the various existing points of view. It provides access to the data on which it bases its educational content.

**10 | THE INTEREST OF MEETING NEW PEOPLE**

The Port Center helps meeting each other and discovering different points of views. It enables the professionals who visit it, for example during a team-building day, to take a step back from their day-to-day activities. It enables local residents and elected representatives to talk to port workers they would not otherwise have met. The Port Center must inspire excitement, through conferences, film screenings and artistic events. It must make visitors want to come back later and create links.

# Agenda 2030 by AIVP ratification



# AIVP Prize Antoine Rufenacht




AIVP PRIZE  
**Antoine Rufenacht**  
OFFICIAL SELECTION - 2024 edition  
Bekkelagsbadet - Buffer Zone  
*Oslo (Norway)*






AIVP PRIZE  
**Antoine Rufenacht**  
OFFICIAL SELECTION - 2024 edition  
Port of Los Angeles Window to the Wilmington Waterfront  
*Los Angeles (USA)*



AIVP PRIZE  
**Antoine Rufenacht**  
OFFICIAL SELECTION - 2024 edition  
Duwamish river people's park and shoreline habitat  
*Seattle (USA)*





AIVP PRIZE  
**Antoine Rufenacht**  
OFFICIAL SELECTION - 2024 edition  
Paseo del Bajo Parks' Esplanade and Northern Portal  
*Buenos Aires (Argentina)*



AIVP PRIZE  
**Antoine Rufenacht**  
OFFICIAL SELECTION - 2024 edition  
Redevelopment of Javel Bas port  
*Paris (France)*



AIVP PRIZE  
**Antoine Rufenacht**  
OFFICIAL SELECTION - 2024 edition  
Tangier City Port area reconversion  
*Tangier (Morocco)*



## Agenda AIVP 2030

### Benchmarks

Addressing all the concerns you may have about the implementation/realisation of your projects



### Self assesment tool

- Provide a decision-making tool and raise the political profile of the Agenda 2030 by AIVP.
- Spread good practices

#### Goals

SEAPORT

In this section you can access the questions of each goal. Underneath each goal you can see the United Nation's Sustainable Development Goals that are linked to each individual AIVP goal. Within each goal you will also find an explanation of the importance of the goal currently.

#### Progress

0 goals on 10 completed

Done not validated

#### Goal 1: Climate Change Adaptation

Anticipating the consequences of climate change for river or maritime port cities



3/5

Answer the questionnaire

Not done

#### Goal 3: Sustainable Mobility

Improving mobility in the Port City and combating urban congestion



0/4

Answer the questionnaire

### E-learning program

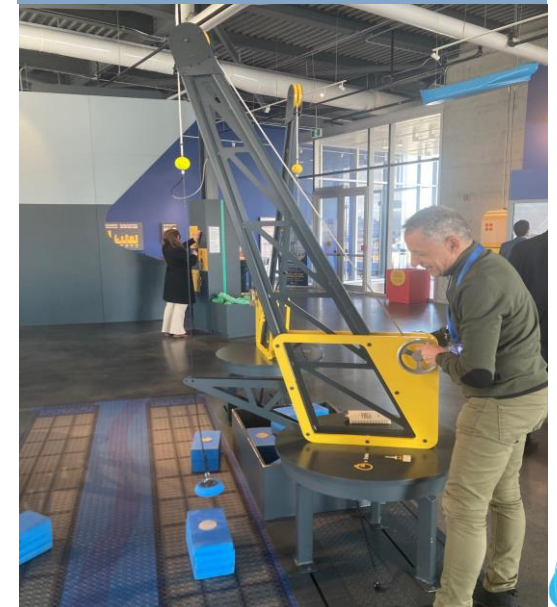
- Providing a systemic understanding of port cities
- Favors a comparative perspective between geographical areas
- Spread innovations and best practices



Coordination  
Dr. Sabah Zrari

### Port Center studies

- Contextualized analysis and territorial diagnosis gathering the opinions of local stakeholders
- Creation of an operational handbook
- Providing personalized guidance



# A team evolving with new skills



**Bruno DELSALLE**   
General Manager, Board and network coordination



**Corinne LALLEMAND**   
Deputy General Manager  
General Administration  
Member of the Management Committee



**José SANCHEZ**   
Director of Agenda 2030 by AIVP, Projects and Content  
Member of the Management Committee




**Lucile AUDIEVRE**   
Director, Network development, Marketing and AIVP Prize Antoine Rufenacht



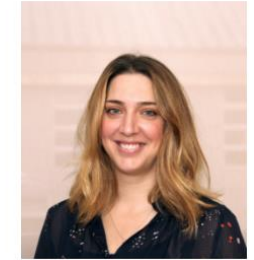
**Caya HEIN**   
Project Leader – Green transition & Agenda 2030 by AIVP



**Noémi MENE**   
Project Leader – Sustainable Mobility and River Port Cities



**Anas LAANI**   
Network coordination and development



**Chloé COLBOC**   
Head of event logistics



**Béatrice BRIAND**  
Administrative Assistant,  
General Secretary



**Annabelle ODIEVRE**   
Head of communication



**Eric GUEGUEN**  
Community Manager



**Justine VILLION**  
Administrative Assistant



**Magdalena CAUVIN**  
Network coordination and development



**Lauren GOLETTA**   
Project leader in the Content Department

# Activities 2024

**Questions ?**



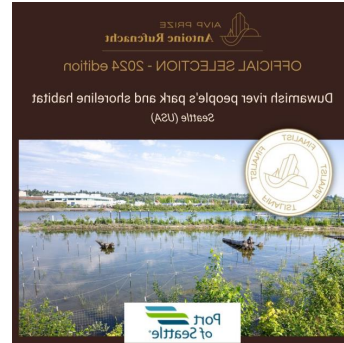
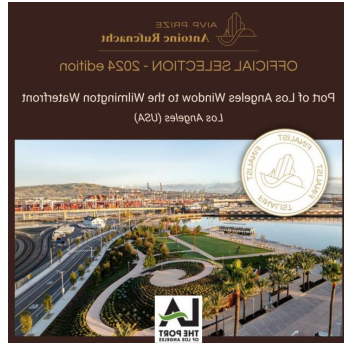
# Activities programme 2025





*Prospecting 2025 with the support of Board members...*

# AIVP Prize Antoine Rufenacht



## Semester 1

Promoting the finalists and the winner.

Creation of a partner's club to support the following editions

## Semester 2

Launch of the second edition of the Prize at the 2025 World Conference

# New on-demand services

## Programme of courses: Port City Sustainability

Working languages: French, Spanish and **English**



### Objectives:

- Providing a systemic understanding of port cities
- Favors a comparative perspective between geographical areas
- Spread innovations and best practices

Governance

Culture and heritage

Economy

Urban and Natural Environments

Prospective

**Volume of courses:** 72 hours from Oct'25 to May'26

**Teaching staff:** Experts and practitioners

**Rythm:** 2 virtual sessions per week

Coordination

**Dr. Sabah Zrari**



# Launching the “Erasmus AIVP” immersion program



For whom ?

- Top managers from Ports and Cities:
- Elected officials
- General Managers
- Deputy General Managers
- Board Members

Period

One week chosen for its strategic stakes

Confidentiality

The AIVP pairs the participants according to their profiles  
The AIVP acts as a trusted third party

**2025 : second test and launching  
of this new service**

# On-demand services: Port Center Study



## The AIVP has been developing the Port Center concept for over 10 years

- The AIVP will take action to convince your partners and involve them
- Contextualized analysis and territorial diagnosis gathering the opinions of local stakeholders
- Creation of an operational handbook
- Providing personalized guidance
- Formulating the mission and the educational content of your future Port Center

2025

NANTES SAINT-NAZAIRE PORT

PORT OF DOUALA (tbc)

PORT OF BREST (tbc)

# AIVP Events 2025



AIVP Port Center meeting  
**Rotterdam**  
Spring 2025 (tbc)



AIVP River Port Cities meeting  
**Sevilla**  
Spring 2025 (tbc)



20<sup>th</sup> AIVP World Conference  
**USA**  
November 2025

# USA strategy: objectives and results



Budget allocated over 2023 /24  
35.000 €

Budget used up by end of 2023  
17.500 €

Budget used up by the end of  
2024  
**39.500 €**

	Final objective	Result to October 2024
Database	500+ verified contacts	<b>Objective achieved</b>
Membership	5 members 3 ports 2 cities	<b>1 confirmed port: San Diego</b> <b>1 development agency: New York</b> <b>Discussions underway with Long Beach, Los Angeles, Seattle, Cleveland, Boston, Tampa</b>
Venice 2023	5 participants, including 1 speaker	<b>5 participants including 3 speakers</b>
2024 Conference	15 participants, including 3 speakers	<b>8 participants, including 3 speakers</b>
2025 Conference	Organisation in the United States	<b>Negotiations underway</b>
Antoine Rufenacht AIVP Prize		<b>2 American finalists: Los Angeles and Seattle</b>



# Permanent representation in Quebec City: preliminary studies

## Prefiguration mission: Philippe Matthis / 30 September to 4 October 2024

### Objectives:

- Check that the partners agree to a 3-year implementation phase, with the allocation of a budget covering operations and staff.
- Define objectives as well as success factors (membership, awareness, etc.) and risks

## Feasibility study: Philippe Matthis / 2<sup>nd</sup> quarter 2025

### Objectives:

- Definition of the scope of the representation and its main missions,
- Legal status of the representation,
- Financial package over 3 years,
- Social status of representation employees,
- Office identification,
- Target business model at the end of 3 years,

## Possible opening: January 2026

# Permanent representation in Quebec City

## Results of Philippe Matthis' prefiguration mission in October 2024



Québec



Québec, le 19 novembre 2024

Monsieur Édouard Philippe  
Président  
Association internationale des Villes et Ports  
Quai de la Saône, 5  
76600 Le Havre  
FRANCE

**Objet : Appui à la réalisation d'une étude de faisabilité pour l'établissement d'une représentation permanente de l'Association internationale des Villes et Ports à Québec**

Monsieur le Président,

Nous unissons nos voix pour témoigner des fructueux échanges que nous avons eus avec M. Philippe Matthis de l'Association internationale des Villes et Ports (AIVP), présent à Québec du 30 septembre au 3 octobre dernier, pour analyser le projet d'établissement d'une représentation permanente de l'AIVP en Amérique du Nord.

Nous contribuerons activement à une étude de faisabilité, si l'assemblée générale de l'AIVP décide de poursuivre dans cette voie à la suite des présentations réalisées à Lisbonne en novembre prochain.

Ainsi, nous nous engageons à épauler M. Philippe Matthis dans son futur mandat. Cette étude servira à circonscrire les missions confiées à cette nouvelle entité, à définir ses statuts juridiques, aussi, à estimer ses besoins et moyens financiers, en capital humain et opérationnel. Il s'agit d'une étape essentielle en vue du dépôt d'un plan viable à long terme à l'assemblée générale de l'AIVP de juin 2025.

Avec un potentiel de plus de 80 nouveaux adhérents en Amérique du Nord et une présence déjà bien ancrée au Québec, avec des membres représentant des communautés portuaires dynamiques le long du Saint-Laurent, nous sommes persuadés que l'AIVP bénéficierait de nombreux avantages en établissant à Québec une représentation permanente.

Nous espérons que la tenue de votre assemblée générale prévue à Lisbonne en novembre prochain permettra d'entériner cette démarche. Nous réitérons notre intérêt pour ce projet d'implantation d'une représentation permanente de l'AIVP à Québec et nous offrons tout notre appui pour en faire un succès.

Veillez agréer, Monsieur le Président, l'expression de notre haute considération.

Directeur général  
Ville de Québec

Sous-ministre  
Ministère des Relations internationales et de la Francophonie

Président-directeur général  
Port de Québec

1. Le Gouvernement de Québec, la Ville de Québec et le Port de Québec ont confirmé par une lettre officielle leur enthousiasme pour créer une représentation permanente.
2. Les 3 partenaires proposent la création Organisation à But Non Lucratif
3. Financement sur 3 ans par la Ville de Québec, le Gouvernement de Québec et le gouvernement Canadien (à confirmer).
4. Abrisé gratuitement dans les locaux du Port de Québec.
5. Proposition d'une étude de faisabilité confiée à Philippe Matthis et prise en charge par le Gouvernement et la Ville
6. Rendu des conclusions en juin 2025 pour approbation par l
7. Ouverture envisagée : janvier 2026
8. par Philippe Matthis et les 3 partenaires courant premier semestre 2025 en vue d'une approbation de la structure de représentation permanente par l'Assemblée générale de juin 2025

# United Nations Ocean Conference

## 9 / 13 June 2026, Nice

- 3 international summits backed by UNOC 3 :
- One Ocean Science Congress, 4 / 6 June 25)
  - Coalition Ocean Rise and Coastal Resilience (7 June)
  - Blue Economy and Finance Forum (7 / 8 June 25)



### UN objective

Creation of the Nice Action Plan for the Ocean, comprising voluntary and financial commitments for the sustainable management of ocean resources.

### AIVP objectives:

- Demonstrating that port cities have significant capacity for innovation and can mobilize investors.
- Being the spokesperson for port cities within the Ocean Rise coalition.
- Leading an initiative on the decarbonization of port city territories.

# Activities programme 2025

**Questions ?**

# Membership fees & Provisional budget 2025



# 2025 Membership fees

After an increase in membership fees these last 3 years,  
**the Board of Directors proposes a la freeze on fees in 2025**

MEMBERS	Membership 2024	Membership 2025	Increase
Cities and Local authorities / more than 320.000 inhabitants Port Authorities / more than 32 Mt	6 794 €	6 794 €	0 €
Cities and Local authorities / from 160 to 320.000 inhabitants Port Authorities, from 16 to 32 Mt	5 490 €	5 490 €	0 €
Cities and Local authorities / from 80 to 160.000 inhabitants Port Authorities, from 8 to 16 Mt	4 182 €	4 182 €	0 €
Cities and Local authorities / from 40 to 80.000 inhabitants Port Authorities, from 4 to 8 Mt	2 878 €	2 878 €	0 €
Cities and Local authorities / less than 40.0000 inhabitants Port Authorities / less than 4 Mt	1 567 €	1 567 €	0 €
Professionals - Private Sector / turnover more than 32 M€ Professionals - Public & Semipublic / staff more than 160 p.	4 182 €	4 182 €	0 €
Professionals - Private Sector / turnover from 16 to 32 M€ Professionals - Public & Semipublic / staff from 80 to 160 p.	3 397 €	3 397 €	0 €
Professionals - Private Sector / turnover from 8 to 16 M€ Professionals - Public & Semipublic Sectors / staff from 40 to 80 p.	2 613 €	2 613 €	0 €
Professionals - Private Sector / turnover from 4 to 8 M€ Professionals - Public & Semipublic / staff from 20 to 40 p.	1 830 €	1 830 €	0 €
Professionals - Private Sector / turnover less than 4 M€ Professionals - Public & Semipublic Sectors / staff less than 20 p.	1 045 €	1 045 €	0 €

# Provisional budget 2025

Charges	Budget 2024	Provisional budget 2025
<b>General Secretary Pole</b>	<b>347 460</b>	<b>314 675</b>
Staff Costs	222 056	207 305
General Services	100 280	88 860
Taxes	13 700	8 200
Governance : General Assembly, Board, CODIR	11 424	10 310
<b>Members Pole</b>	<b>131 907</b>	<b>168 170</b>
Staff Costs	84 502	109 455
Network animation and prospection	17 405	23 715
Settlements n-1 not yet collected	30 000	35 000
<b>Content Pole</b>	<b>149 122</b>	<b>116 870</b>
Staff Costs	86 902	76 570
Production and publication	19 500	21 500
Working groups	8 500	7 000
Agenda 2030	34 220	11 800
<b>Influence Pole</b>	<b>137 129</b>	<b>105 463</b>
Staff Costs	93 643	76 570
Communication	32 720	6 053
International influence	10 766	22 840
External missions of the team	9 766	14 840
Ambassador		7 000
Network of experts	1000	1000
<b>Services</b>	<b>94 426</b>	<b>131 766</b>
Staff Costs	6 926	26 481
Port Center Study	1 000	10 800
Self Assessment tool Agenda	0	5 860
E-learning programme	86 500	88 625
<b>International Projects</b>	<b>201 961</b>	<b>216 308</b>
Staff Costs	94 338	121 860
European project Magpie	86 103	43 123
European project Connected Rivers	19 000	38 825
European Project Safari	2 520	12 500
<b>AIVP Events</b>	<b>349 860</b>	<b>371 425</b>
Staff Costs	123 345	110 915
World Conference	218 865	250 000
"Port Center" Workshop	5 095	5 210
"River Port Cities" Workshop	2 555	5 300
<b>AIVP Prize "Antoine Rufenacht"</b>	<b>246 668</b>	<b>123 203</b>
Staff Costs	97 938	52 538
Creation	28 910	
Communication Promotion	31 750	35 665
Jurys	31 420	15 000
Ceremony	56 650	20 000
<b>Total général</b>	<b>1 658 533</b>	<b>1 547 881</b>

Products	Budget 2024	Provisional budget 2025
<b>General Secretary Pole</b>	<b>31 800</b>	<b>23 300</b>
Regulatory Support	8 500	
Ministry Subsidy	23 000	23 000
Financial Products	300	300
<b>Members Pole</b>	<b>796 077</b>	<b>800 000</b>
Membership Fees	796 077	800 000
Renewal Memberships fees	766 077	780 000
New membership fees	50 000	50 000
Non renewal	-20 000	-30 000
<b>Services</b>	<b>95 860</b>	<b>135 545</b>
Benchmark research	0	6 200
Masterclass	0	2 025
Port Center Study	15 000	33 000
Self Assessment tool Agenda 2030	4 000	0
E-learning programme	76 860	94 320
<b>International Projects</b>	<b>204 401</b>	<b>213 436</b>
European project Magpie	168 235	115 691
European project Connected Rivers	25 257	50 595
European project Safari	10 909	47 150
<b>AIVP Events</b>	<b>335 395</b>	<b>275 600</b>
World Conference	325 594	260 000
"Port Center" workshop	9 801	9 750
"River Port Cities" working group	0	5 850
<b>AIVP Prize "Antoine Rufenacht"</b>	<b>195 000</b>	<b>100 000</b>
Creation	115 000	
Partners club	80 000	100 000
<b>Total général</b>	<b>1 658 533</b>	<b>1 547 881</b>

# Membership fees & Provisional budget 2025

**Questions ?**



**Vote**  
**Resolution 1**  
**membership fees 2025**

**Vote**  
**Resolution 2**  
**Programme and budget**

# Statutory amendment



# Statutory amendment : goal

## Issues

Adapting the governance of the AIVP to the creation of a new company  
Permanent Representations in various countries around the world

## Proposal

Introducing a principle of reciprocity between the governance bodies  
of the Permanent Representation and those of the AIVP

# Statutory amendment : new article 22 about **Permanent Representative Offices**

## **Roles of the permanent representative offices:**

To realize the association's purpose within the geographical remit concerned;

to increase in the association's membership within the geographical area concerned;

- to deploy specific annual programmes of action taking account of local characteristics specific to the geographical area concerned;
- to offer and deploy the member benefits developed by the association.

## **Accreditation of permanent representative offices:**

Each permanent representative office must be pre-accredited by the association's General Meeting on the recommendation of the Board of Directors, after first having heard the candidates proposing to found the permanent representative office concerned. :

# Statutory amendment : new article 22 about **Permanent Representative Offices**

## *Status of permanent representative offices :*

*Each permanent representative office must be a non-profit organization.*

*The AIVP Board of Directors appoints a member to represent it on all the bodies of a Permanent Representative Office*

*Each permanent representative office must appoint a representative to sit ex officio on the AIVP Board of Directors.*

*Each permanent representative office shall employ and cover the costs of such staff as it may require in order to operate correctly, in a manner commensurate with its financial resources.*

# Statutory amendment

**Questions ?**

**Vote**  
**Resolution 3**  
**statutory amendment**



# Election of the Board of Directors



# College “Territorial authorities”

## Outgoing Directors

City of Douala, Cameroon

## Candidates

City of Douala, Cameroon

2nd mandate

Represented by:

**Roger Victor MBASSA NDINE, Mayor**

Métropole of Nice, France

1st mandate

Represented by:

**Olivier BETTATI Deputy Mayor**



# College “Port authorities”

## Outgoing Directors

**Port of Quebec Canada**

## Candidates

**Port of Kribi, Cameroon**

1<sup>st</sup> mandate

Represented by:

**Patrice Bathélémy MELOM**

**Port of Riga, Latvia**

1<sup>st</sup> mandate

Represented by:

**Irina GORBATIKOVA**

**Port of Strasbourg, France**

1<sup>st</sup> mandate

Represented by:

**Anne Marie JEAN**



# College “Professionals”

## Outgoing Directors

Dunkirk Town Planning Agency,  
France

Le Havre Town Planning Agency,  
France

Chamber of Commerce and Industry of  
the Seine Estuary, France

La Marina di Valencia, Spain  
(dissolution of structure)

## Candidates

Dunkirk Town Planning Agency, France  
Represented by:  
**Bernard WEISBECKER**

2<sup>nd</sup> mandate

Company National du Rhône, France  
Represented by:  
**Laurence BORIE-BANCEL**

1st mandate



**Thanks for your participation !**

**The members of the Board of Directors  
were invited to leave the room  
to meet in session.**

**For other participants, a detailed  
presentation of AIVP services  
by the General Management Team  
is available in this room.**



# World Conference Cities & Ports by AIVP

## Presentation of AIVP services

AIVP 19<sup>th</sup> World Conference

Lisbon, Portugal



**José SANCHEZ**

Director of Agenda 2030 by AIVP,  
Projects and Content Member of  
the Management Committee



**Lucile AUDIEVRE**

Director, Network  
development, Marketing and  
AIVP Prize Antoine Rufenacht

# AIVP Team



**Bruno DELSALLE**   
General Manager, Board and network coordination



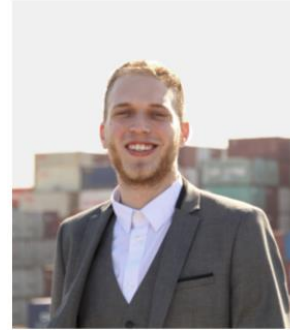
**Corinne LALLEMAND**   
Deputy General Manager  
General Administration  
Member of the Management Committee



**José SANCHEZ**   
Director of Agenda 2030 by AIVP, Projects and Content  
Member of the Management Committee



**Lucile AUDIEVRE**   
Director, Network development, Marketing and AIVP Prize Antoine Rufenacht




**Anas LAANI**   
Network coordination and development



**Caya HEIN**   
Project Leader – Green transition & Agenda 2030 by AIVP



**Noémi MENE**   
Project Leader – Sustainable Mobility and River Port Cities



**Chloé COLBOC**   
Head of event logistics



**Béatrice BRIAND**  
Administrative Assistant,  
General Secretary



**Annabelle ODIEVRE**   
Head of communication



**Eric GUEGUEN**  
Community Manager



**Justine VILLION**  
Administrative Assistant



**Magdalena CAUVIN**  
Network coordination and development



**Laureen GOLETTA**   
Project leader in the Content Department

# AIVP Team – Network Coordination and Development



**Bruno DELSALLE** [in](#)  
General Manager, Board and  
network coordination



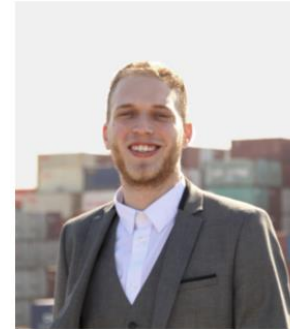
**Corinne LALLEMAND** [in](#)  
Deputy General Manager  
General Administration  
Member of the Management  
Committee



**José SANCHEZ** [in](#)  
Director of Agenda 2030 by  
AIVP, Projects and Content  
Member of the Management  
Committee



**Lucile AUDIEVRE** [in](#)  
Director, Network  
development, Marketing and  
AIVP Prize Antoine Rufenacht



**Anas LAANI** [in](#)  
Network coordination and  
development



**Caya HEIN** [in](#)  
Project Leader – Green  
transition & Agenda 2030 by  
AIVP



**Noémi MENE** [in](#)  
Project Leader – Sustainable  
Mobility and River Port Cities



**Chloé COLBOC** [in](#)  
Head of event logistics



**Béatrice BRIAND**  
Administrative Assistant,  
General Secretary



**Annabelle ODIEVRE** [in](#)  
Head of communication



**Eric GUEGUEN**  
Community Manager



**Justine VILLION**  
Administrative Assistant



**Magdalena CAUVIN**  
Network coordination and  
development



**Laureen GOLETTA** [in](#)  
Project leader in the Content  
Department



# AIVP Team – Content Department



**Bruno DELSALLE** [in](#)  
General Manager, Board and network coordination



**Corinne LALLEMAND** [in](#)  
Deputy General Manager  
General Administration  
Member of the Management Committee



**José SANCHEZ** [in](#)  
Director of Agenda 2030 by AIVP, Projects and Content  
Member of the Management Committee



**Lucile AUDIEVRE** [in](#)  
Director, Network development, Marketing and AIVP Prize Antoine Rufenacht



**Anas LAANI** [in](#)  
Network coordination and development



**Caya HEIN** [in](#)  
Project Leader – Green transition & Agenda 2030 by AIVP



**Noémi MENE** [in](#)  
Project Leader – Sustainable Mobility and River Port Cities



**Chloé COLBOC** [in](#)  
Head of event logistics



**Béatrice BRIAND**  
Administrative Assistant,  
General Secretary



**Annabelle ODIEVRE** [in](#)  
Head of communication



**Eric GUEGUEN**  
Community Manager



**Justine VILLION**  
Administrative Assistant



**Magdalena CAUVIN**  
Network coordination and development

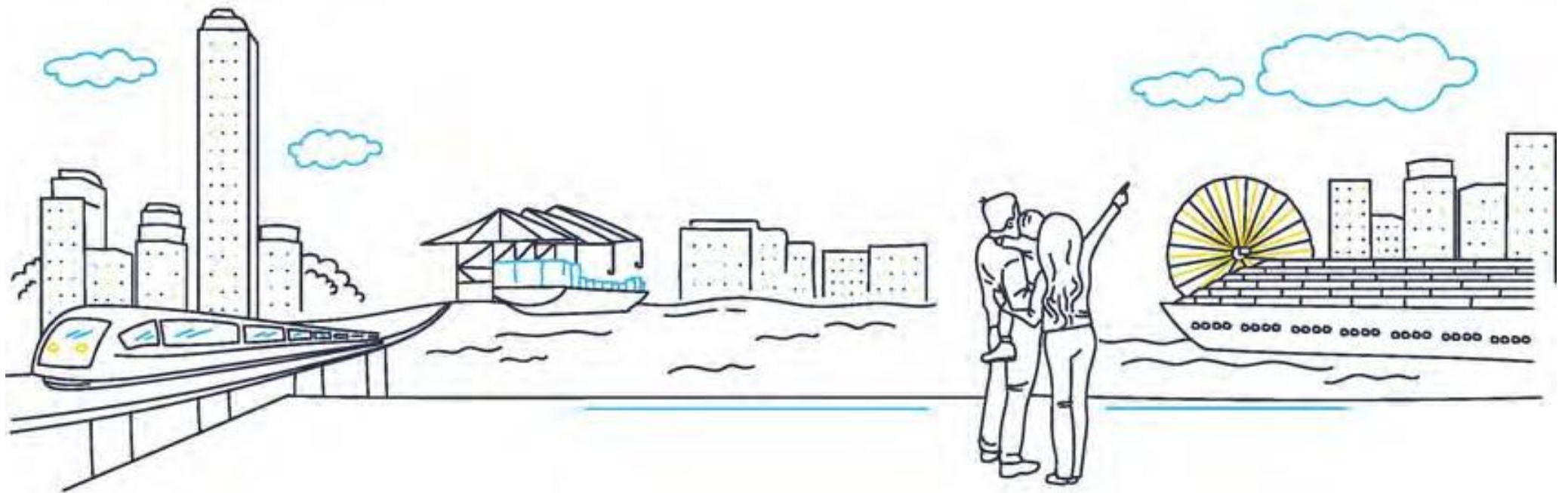


**Laureen GOLETTO** [in](#)  
Project leader in the Content Department

# The Worldwide Network of Port Cities

## Our Mission

*To improve relations between cities and ports by promoting dialogue and cooperation.  
To make people proud of their port.*



# Agenda 2030 by AIVP

## What is the Agenda 2030 by AIVP?

AIVP's 2030 Agenda is the world's first initiative to adapt the UN's 17 Sustainable Development Goals for the specific context of City Port relations.

The document, produced jointly with AIVP members at the Quebec Conference in 2018, sets down 10 goals to be achieved by 2030.

It was submitted to the UN in 2019 as the contribution of port cities to the 17 Sustainable Development Goals, within the framework of the partnership initiated with this international institution.



# 10 goals for sustainable cities and ports



agenda 2030  
by aiVP

**01**  
**CLIMATE CHANGE ADAPTATION**

**02**  
**ENERGY TRANSITION & CIRCULAR ECONOMY**

**03**  
**SUSTAINABLE MOBILITY**

**04**  
**RENEWED GOVERNANCE**

**05**  
**INVESTING IN HUMAN CAPITAL**

**06**  
**PORT CULTURE & IDENTITY**

**07**  
**QUALITY FOOD FOR ALL**

**08**  
**PORT CITY INTERFACE**

**09**  
**HEALTH & LIFE QUALITY**

**10**  
**PROTECTING BIODIVERSITY**

# Ratifying the Agenda 2030 by AIVP

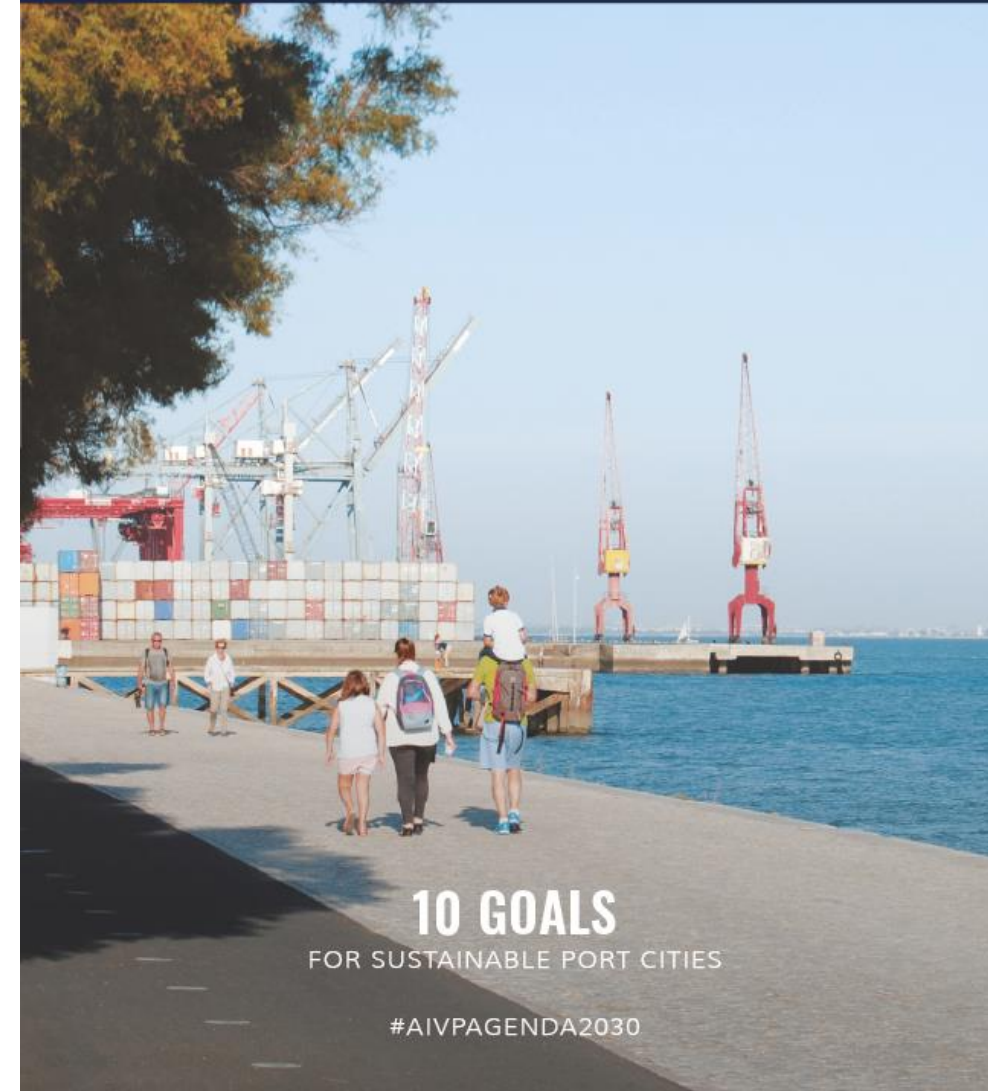
## Up to 80 signatories since 2018

Last signatory, Port of Bordeaux, France, November 19, 2024

“What we found attractive about this approach is that it will enable us to self-assess our impact.” (Jean-Frederic Laurent, Chairman of the Management Board of the Grand Port Maritime de Bordeaux)



agenda 2030  
by aivp



# Agenda 2030 and its tools



## Evaluation


Self-Assessment tool

## Training

Associate Degree in Port City Sustainability

## Recognition

AIVP Prize Antoine Rufenacht



### AIVP autodiagnostic

Use the same login detail as on [www.aivp.org](http://www.aivp.org). To collaborate on a questionnaire, use the same account.  
Utilisez les mêmes détails de connexion que sur [www.aivp.org](http://www.aivp.org). Pour collaborer sur un questionnaire, utilisez le même compte.  
Utilice los mismos datos de acceso que en [www.aivp.org](http://www.aivp.org). Para colaborar en un cuestionario, utilice la misma cuenta.

Username

Password

A joint initiative by:



# AIVP Services



# AIVP Services

**1**

## Documentary resources

- **Weekly press review** subscription for up to 20 colleagues
- **Access to the members' area** on [www.aivp.org](http://www.aivp.org), including:
  - 1) Directory of 190 members
  - 2) Agenda 2030 good practices and white books
  - 3) Thematic publications
- **Preferential rate for the Online associate degree**

**2**

## Support and assistance for your projects

- **Benchmark studies** (on quotation)
- **Masterclass** (on quotation)
- **Port center feasibility study** (on quotation)
- Access to the **Self-assessment tool** of the Agenda 2030 by AIVP
- Organization of **study trips** including technical visits (on quotation)
- **Networking and connecting** to share know-how and good practices.

**3**

## International meetings, working groups and cooperation

- **Preferential rate for the annual World Conference**
- **Access to 3 working groups**
  - 1) Port Center Group
  - 2) Sustainable Cruises Group (in partnership with MedCruise)
  - 3) River Port Cities Group
- **Access to international cooperation project resources** in which the AIVP is involved.



# AIVP Services

1

## Documentary resources

- **Weekly press review subscription for up to 20 colleagues**
- **Access to the members' area on [www.aivp.org](http://www.aivp.org), including:**
  - 1) Directory of 190 members
  - 2) Agenda 2030 good practices and white books
  - 3) Thematic publications
- **Preferential rate for the Online associate degree**



Port City Insights: This weekly strategic monitoring service on City Port news is reserved for you as a member of the AIVP  
Edition of November 21, 2024

world conference cities & ports

Discover the programme for the extension day on Saturday 30/11

27, 28 & 29 November, Lisbon, Portugal

AIVP's Cities and Ports World Conferences are flagship events that bring together key players in the port and urban world. These conferences provide a unique platform for sharing best practices, exploring emerging trends and discussing the common challenges facing modern port cities. Each edition of the AIVP Cities & Ports World Conference focuses on crucial topics such as integrated urban management, sustainable development of port cities, technological innovation, port-city connectivity, and much more. See you this year in Lisbon, Portugal, from November 27 to 29, 2024.

AIVP World Conference

### Weekly Features

Climate change

**CDP28 pledge unites port actors to build climate resilience**

During the UN Climate Change Conference (COP28) held in Dubai (United Arab Emirates) from November 11<sup>th</sup> until 22<sup>nd</sup>, the Resilience4Ports initiative launched an action-based commitment to accelerate port resilience against climate change. The pledge is the first sectoral, action-based commitment from global port actors to address the resilience of infrastructure, operations and activities.

## AIVP insights, an international topical news review

- Result of a theme-based monitoring operation
- In-depth approach around ongoing events and initiatives in port cities
- Approaches the insight of a focused research work
- A key source of inspiration

**Sent every week, to members only**

# AIVP Services



- **Weekly press review** subscription for up to 20 colleagues
- **Access to the members' area on [www.aivp.org](http://www.aivp.org), including:**
  - 1) **Directory of 190 members**
  - 2) **Agenda 2030 good practices and white books**
  - 3) **Thematic publications**
- **Preferential rate for the Online associate degree**

## Contact privilégié AIVP



**Aristide Guillaume Hermann TANGA BILE**

Spécialiste de la Coopération Décentralisée/ Cellule de la Coopération, Point Focal AIVP

bile.tanga@douala.cm

## Contact privilégié AIVP



**Lamine MBASSA**

Conseiller spécial du Maire de la Ville de Douala

+237 676 47 61 89

mbassalamine@yahoo.fr

## Head management



**Roger MBASSA NDINE**

Maire

+237 233 42 18 50

roger.mbassa@douala.cm

## Autres



**Samuel JANGWA SOLLE**

Chef de la Cellule de l'Attractivité Territoriale et de la Promotion de l'Investissement

+237 695 44 38 95

samuel.solle@douala.cm


**Up to 2000 verified contacts,  
to members only**





# AIVP Services

The output of over 30 years  
of collective experience

## 1 Documentary resources

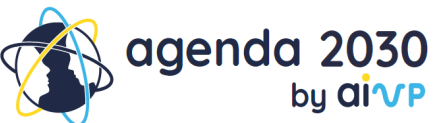
- Weekly press review subscription for up to 20 colleagues
- Access to the members' area on [www.aivp.org](http://www.aivp.org), including:
  - 1) Directory of 190 members
  - 2) Agenda 2030 good practices and white books
  - 3) Thematic publications
- Preferential rate for the Online associate degree

Advanced search 

Country	City	Organization	Commitment
Select 	Select 	Select 	Select 

[Reset](#)

15 results out of 152



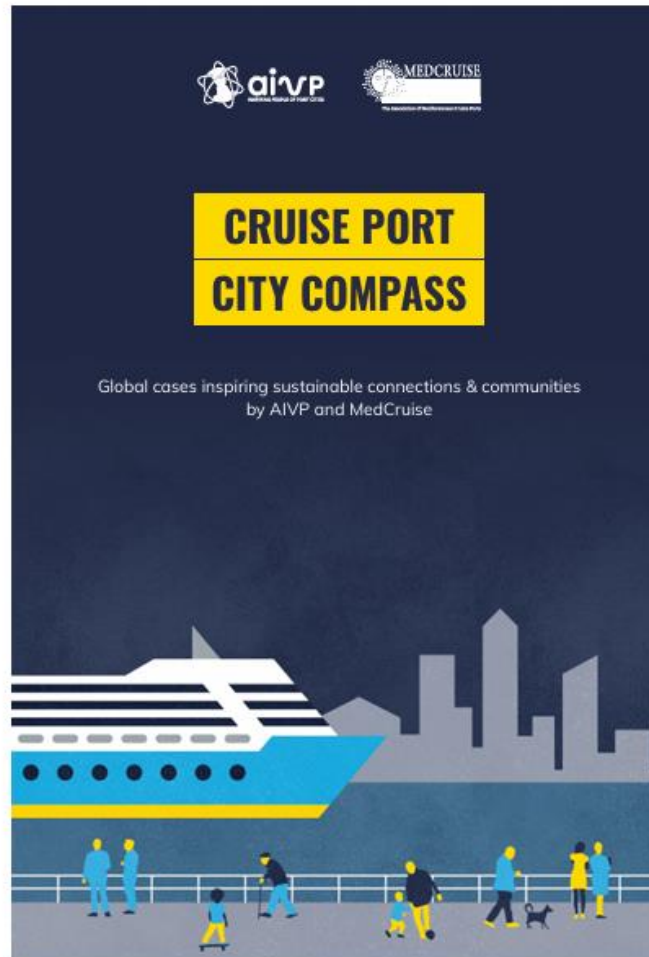
Annually updated, for  
members only

# AIVP Services

1

## Documentary resources

- **Weekly press review** subscription for up to 20 colleagues
- **Access to the members' area on [www.aivp.org](http://www.aivp.org), including:**
  - 1) Directory of 190 members
  - 2) Agenda 2030 good practices and white books
  - 3) Thematic publications
- **Preferential rate for the Online associate degree**



# A look at the Associate Degree in Port City Sustainability

A joint initiative by:



In line with:



**72 hours training divided into 5 courses:**

1. Governance of Port Cities
2. Economy of Port Cities
3. Urban and Natural Environments of Port Cities
4. Culture and Heritage of Port Cities
5. Prospects of Port Cities

**3rd edition currently ongoing**

**Available in French and Spanish  
English available from 2025**



Academic Director of  
the program:  
Dr Sabah ZRARI

**3600€ free tax - AIVP  
Members (4800€ for  
non-members)**

# AIVP Services

## 2 Support and assistance for your projects

- **2022** – Port Center study Valparaiso
- **2023** – Port Authority of New South Wales – 2-part benchmark for the redevelopment of Bays West
- **2023** – Autoridad Portuaria de Barcelona – development of Port Vell & its waterfront
- **2024** – Port of Oslo – multi-use of cruise/ferry terminal

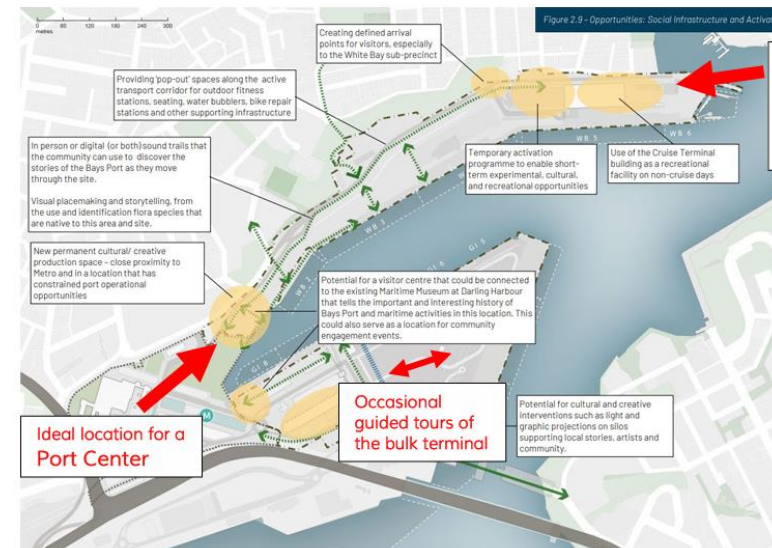
### Accessibility of the Cruise Terminal in Istanbul

Regarding the cruise terminal, an interesting point to consider is the accessibility of the quays outside of cruise days. A very interesting example of cruise terminal quay accessibility is [Galataport](#) in Istanbul (Turkey). This terminal is located on the Golden Horn, which is the historic part of the European side of the city of Istanbul. It is close to heritage sites. It is now close to the new museum Istanbul Modern, which has been designed by the famous architect Renzo Piano, directly on the waterfront.

The cruise terminal extends itself on 1,2km of shoreside. It was built underground with access through panels that can close or open the area to the general public. This means that when a cruise ship is moored the area is not accessible because the panels are lifted, and when there is no ship, the area is a completely open and accessible space. This terminal was a very costly operation but a similar solution to the panel can be interesting to consider to both respect international regulation while providing access to the waterfront to citizens when the terminal is not in operation.



- **Benchmark studies** (on quotation)
- **Masterclass** (on quotation)
- **Port center feasibility study** (on quotation)
- Access to the **Self-assessment tool** of the Agenda 2030 by AIVP
- Organization of **study trips** including technical visits (on quotation)
- **Networking and connecting** to share know-how and good practices.



Above illustration: our key recommendations for community engagement.

Casos principales	Casos secundarios
Los Angeles (Estados Unidos)	Toronto (Canadá)
Róterdam (Países Bajos)	Estambul (Turquía)
Nantes (Francia)	Dublín (Irlanda)
Oslo (Noruega)	Génova (Italia)
Lisboa (Portugal)	Las Palmas (España)
Montreal (Canadá)	Seattle (Estados Unidos)
Quebec (Canadá)	Port Elizabeth – SAIMI – (África del Sur)
San Diego (Estados Unidos)	Trois-Rivières (Canadá)
Nueva York (Estados Unidos)	Singapur (Singapur)
Hong Kong (China)	Marsella (Francia)
Copenhague (Dinamarca)	Esbjerg (Dinamarca)
Kaohsiung (Taiwan)	

# AIVP Services

2

## Support and assistance for your projects

- Benchmark studies (on quotation)
- **Masterclass** (on quotation)
- Port center feasibility study (on quotation)
- Access to the **Self-assessment tool** of the Agenda 2030 by AIVP
- **Organization of study trips including technical visits** (on quotation)
- **Networking and connecting** to share know-how and good practices.

## Special and tailor-made events

- Presentations by experts in the chosen subject matter
- A narrow scope depending on your expectations
- Aiming at achieving a well-defined learning outcome by the end of the sessions
- Addressed to any member regardless of their level of expertise
- Ideal to raise awareness among new collaborators and help them grasp what is at stakes

**To members only**

# A look at the Agenda 2030 Self-assessment tool

## ” Port of Saguenay, Canada

It's a very comprehensive resource, that requires proper groundwork to be done in advance. It lets us do a deep dive, and assess all of our organisation's activities, operations, challenges, and realities. We can then group objectives and targets together using different themes. The most important thing is for the self-assessment approach to remain concrete and action-focused.

## Port de Bordeaux, France

*« Le port de Bordeaux a réalisé son auto-diagnostic à l'été 2024. Le questionnaire permet de faire un tour d'horizon très complet pour savoir où nous en sommes, sur des sujets allant de la résilience des infrastructures portuaires à la mobilité durable des salariés, en passant par les actions entreprises pour valoriser le patrimoine et la culture portuaire. Nous disposons maintenant d'une base de référence pour évaluer notre progression et tendre vers un maximum de bonnes pratiques pour 2030, en cohérence avec notre nouveau projet stratégique. A Bordeaux, un nouveau modèle portuaire est en train d'émerger, l'agenda 2030 permet d'illustrer ces grands changements en cours et de les partager. »*

## Autoridad Portuaria de Barcelona, Espana

Es fácil de usar y permite hacer una rápida autoevaluación de como el puerto está gestionando la sostenibilidad.



# AIVP Services

3

## International meetings, working groups and cooperation

- **Preferential rate for the annual World Conference**
- **Access to 3 working groups**
  - 1) Port Center Group
  - 2) Sustainable Cruises Group (in partnership with MedCruise)
  - 3) River Port Cities Group
- **Access to international cooperation project resources in which the AIVP is involved.**



world conference  
cities & ports

by **aivp**

November 27, 28 & 29th - Lisbon, Portugal



In partnership with :



- 19th World Conference
- More than 400 attendees
- 100 speakers
- 40 countries represented

**Highlighting AIVP members**

# AIVP Services

The AIVP has been developing the Port Center concept for over 10 years

## 3 International meeting, working groups and cooperation

- Preferential rate for the annual World Conference
- Access to 3 working groups
  - 1) Port Center Group
  - 2) Sustainable Cruises Group (in partnership with MedCruise)
  - 3) River Port Cities Group
- Access to international cooperation project resources in which the AIVP is involved.



An in-person meeting every year

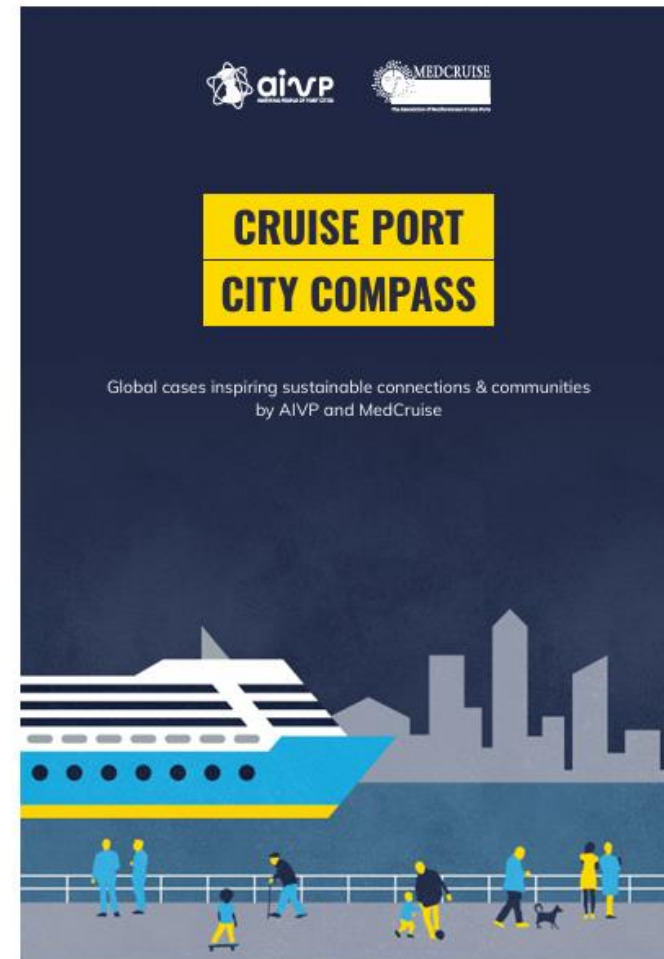
To members only

# AIVP Services

3

## International meetings, working groups and cooperation

- Preferential rate for the annual World Conference
- Access to 3 working groups
  - 1) Port Center Group
  - 2) Sustainable Cruises Group (in partnership with MedCruise)
  - 3) River Port Cities Group
- Access to international cooperation project resources in which the AIVP is involved.



**For members only**

# AIVP Services

**Debuted in 2024 in Strasbourg (France)**

**3**

**International meeting,  
working groups and  
cooperation**

- Preferential rate for the annual World Conference
- **Access to 3 working groups**
  - 1) Port Center Group
  - 2) Sustainable Cruises Group (in partnership with MedCruise)
  - 3) **River Port Cities Group**
- Access to international cooperation project resources in which the AIVP is involved.



**An in-person meeting every year**

**To members only**

# AIVP Services

3

## International meetings, working groups and cooperation

- Preferential rate for the annual World Conference
- Access to 3 working groups
  - 1) Port Center Group
  - 2) Sustainable Cruises Group (in partnership with MedCruise)
  - 3) River Port Cities Group
- Access to international cooperation project resources in which the AIVP is involved.



**MAGPIE**  
SMART GREEN PORTS

Connected River

**Interreg**  
North Sea



Co-funded by  
the European Union



**S A F A R I**

**COST Action PACT –**  
Port City Territories in  
Action: A Collaborative  
Laboratory for Inclusive  
Energy Transition

# AIVP Services – Any questions?

1

## Documentary resources

- **Weekly press review** subscription for up to 20 colleagues
- **Access to the members' area** on [www.aivp.org](http://www.aivp.org), including:
  - 1) Directory of 190 members
  - 2) Agenda 2030 good practices and white books
  - 3) Thematic publications
- **Preferential rate for the Online associate degree**

2

## Support and assistance for your projects

- **Benchmark studies** (on quotation)
- **Masterclass** (on quotation)
- **Port center feasibility study** (on quotation)
- Access to the **Self-assessment tool** of the Agenda 2030 by AIVP
- Organization of **study trips** including technical visits (on quotation)
- **Networking and connecting** to share know-how and good practices.

3

## International meetings, working groups and cooperation

- **Preferential rate for the annual World Conference**
- **Access to 3 working groups**
  - 1) Port Center Group
  - 2) Sustainable Cruises Group (in partnership with MedCruise)
  - 3) River Port Cities Group
- **Access to international cooperation project resources** in which the AIVP is involved.

# For any questions



## Content Department

jsanchez@aivp.org

- 1/ Studies
- 2/ Working groups
- 3/ Press review
- 4/ Agenda 2030

~  
**José SANCHEZ**   
Director of Agenda 2030 by AIVP, Projects and Content  
Member of the Management Committee



## Network Coordination and Development

laudievre@aivp.org

- 1/ Membership
- 2/ Network and connecting
- 3/ Associate degree in Port City Sustainability
- 4/ AIVP Prize Antoine Rufenacht

~  
**Lucile AUDIEVRE**   
Director, Network development, Marketing and AIVP Prize Antoine Rufenacht



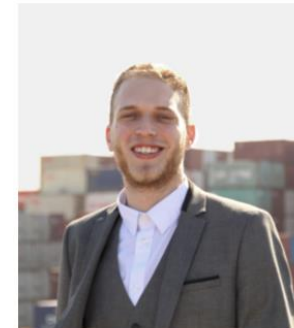
~  
**Caya HEIN**   
Project Leader – Green transition & Agenda 2030 by AIVP



~  
**Noémi MENE**   
Project Leader – Sustainable Mobility and River Port Cities



~  
**Lauren GOLETTA**   
Project leader in the Content Department



~  
**Anas LAANI**   
Network coordination and development



~  
**Magdalena CAUVIN**  
Network coordination and development

# World Conference Cities & Ports by AIVP

## Coffee Break

Kindly offered by:







## Co-organizer



## Partners



## Sponsors



CONFERENCE



# World Conference Cities & Ports by AIVP

## Opening Ceremony

AIVP 19<sup>th</sup> World Conference

Lisbon, Portugal



**Carlos MAIO CORREIA**  
Chairman  
Port of Lisbon



**Carlos MOEDAS**  
Mayor  
City of Lisbon



**Carlos Humberto de CARVALHO**  
Metropolitan First Secretary  
Lisbon Metropolitan Area



**Isaltino MORAIS**  
Mayor  
City of Oeiras

# World Conference Cities & Ports by AIVP

**Open Piers!**

**AIVP 19<sup>th</sup> World Conference**

**Lisbon, Portugal**



**Edouard PHILIPPE**  
President  
AIVP

# World Conference Cities & Ports by AIVP



**Carlos MAIO CORREIA**  
Chairman  
Port of Lisbon



**Carlos MOEDAS**  
Mayor  
City of Lisbon

## Signature of the Agenda 2030 by AIVP



agenda 2030  
by aivp



**Carlos Humberto de CARVALHO**  
Metropolitan First Secretary  
Lisbon Metropolitan Area



**Edouard PHILIPPE**  
President  
AIVP



# World Conference Cities & Ports by AIVP

## Conference Program

AIVP 19<sup>th</sup> World Conference

Lisbon, Portugal



**Bruno DELSALLE**  
General Manager  
AIVP



27-29th November 2024, Lisbon, Portugal

## Co-organizer



## Partners



## Sponsors

