

FROM SMART PORTS TO SMART GOVERNANCE

Institutional and regulatory implications
of AI in ports

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01. **CHANGES**

02. **GOVERNANCE**

03. **CONCLUSION**

01.

CHANGES

AI is changing more than port operations

AI is moving from analyzing port operations to increasingly influencing operational decisions.

As AI moves closer to decision-making, governance becomes increasingly important.



Predict

Vessel arrivals, congestion, equipment failures and cargo flows.



Optimize

Yard operations, gates, equipment utilization and energy use.



Recommend

Berth allocation, maintenance, routing and resource deployment.

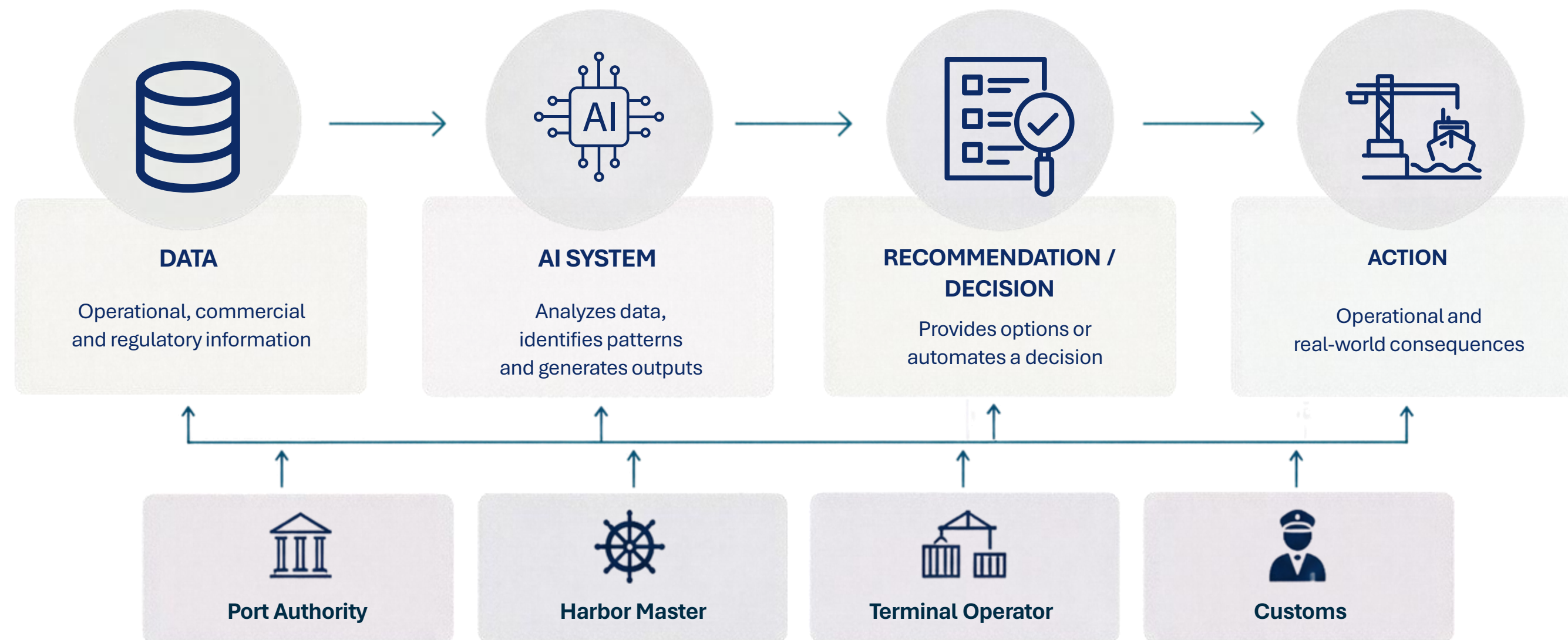


Automate

Inspection, monitoring, equipment and operational processes.

Port governance was built around human and institutional decision-makers

AI introduces a new layer between information and operational decisions.



**When an algorithm influences a decision,
who is exercising the authority? Who is responsible?**

Five questions for smart port governance

Framing the authority, accountability and institutional capacity questions that AI decision-making in ports must answer.

AI governance is ultimately about authority, accountability and institutional capacity.



WHO DECIDES?

Which decisions can be delegated to or supported by AI?



WHO IS ACCOUNTABLE?

Who is responsible when an AI-supported decision causes harm?



WHO CONTROLS THE DATA?

Who can access, combine, and use port ecosystem data?



WHO SETS THE RULES?

Which laws, regulations, contracts, and standards apply to AI in ports?

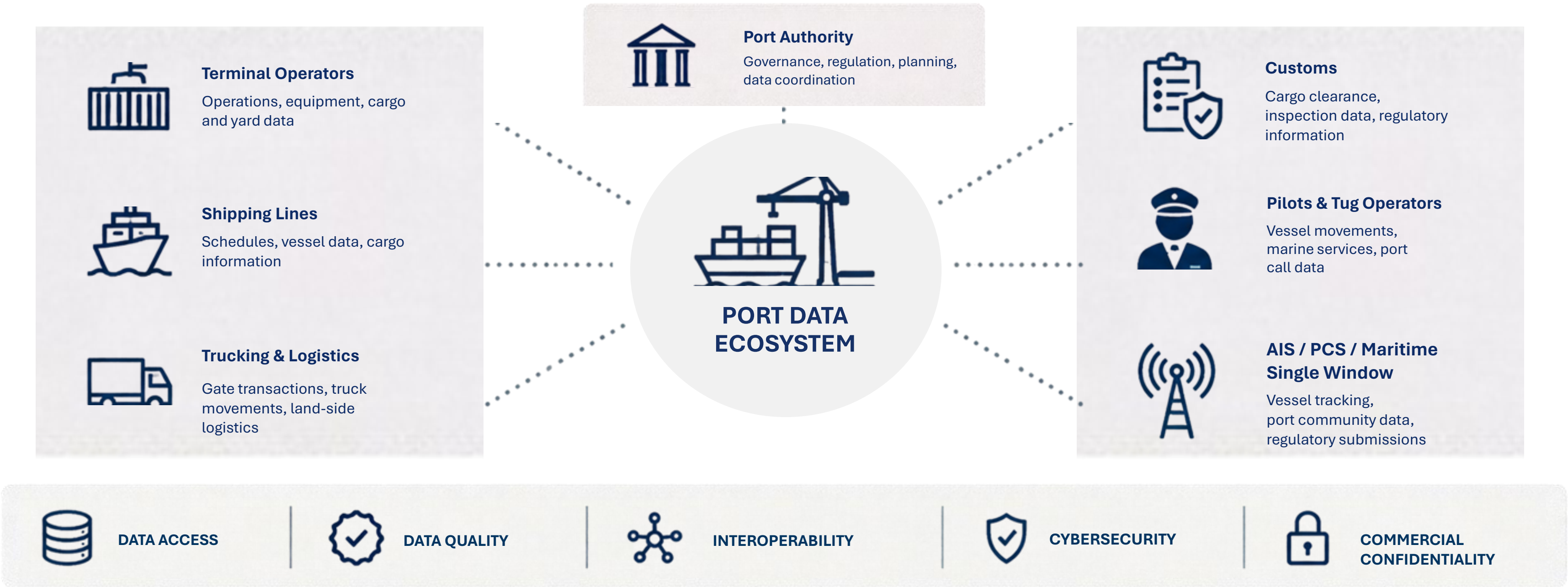


WHO HAS THE CAPACITY?

Can port institutions effectively procure, supervise and audit AI?

Ports are data ecosystems

AI depends on information controlled by multiple public and private actors.



You cannot have effective AI governance without effective data governance.

02.

GOVERNANCE

Ports already have tools to govern AI

The immediate challenge is adapting existing governance instruments rather than creating an entirely new regulatory system.

AI governance can be embedded throughout the existing port governance framework.



Legislation and regulation

Authority, safety, liability, privacy and administrative decision-making.



Procurement and contracts

Transparency, audit rights, cybersecurity, vendor responsibility and data ownership.



Concessions and licenses

Data access, performance requirements, interoperability and operator obligations.

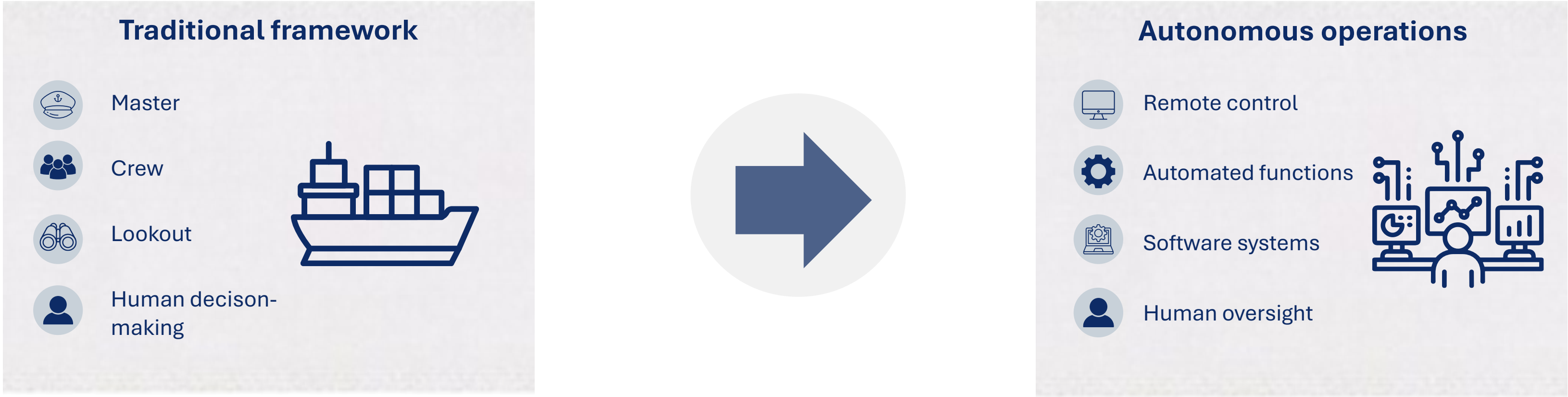


Policies and procedures

Human oversight, permitted uses, escalation and accountability.

A useful less from autonomous shipping

What happens when rules written around human actors encounter automated systems?



 SCOPING EXERCISE



COMPATIBLE
Fits within existing rules



INTERPRETATION
Clarification required



AMENDMENT
Rules need to be updated

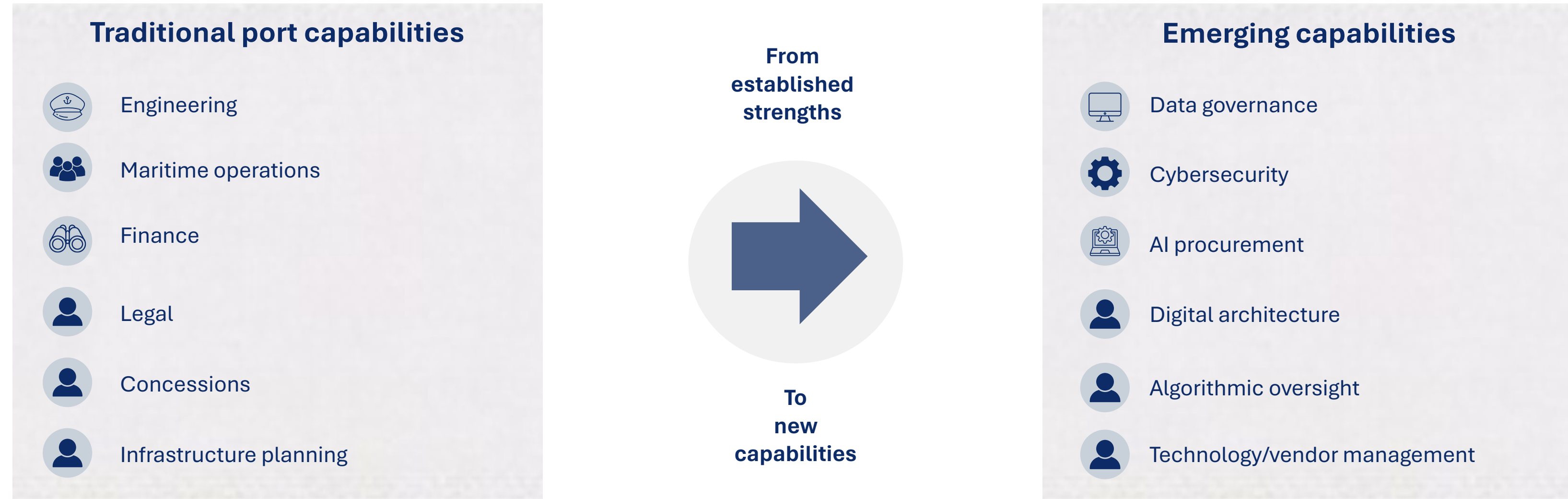


REGULATORY GAP
No current provision

Ports can apply the same approach to AI

The biggest gap may not be technology

Ports can buy sophisticated AI faster than institutions can develop the capacity to govern it.



A smart port requires a port authority capable of being an intelligent buyer, user, and regulator of technology

Building the governance foundation for AI

Ports do not need to wait for comprehensive AI legislation to begin preparing.

**Start with governance and institutional readiness
rather than with the technology.**



Map AI use

Identify where AI is already being used by the authority, operators and service providers.



Strengthen data governance

Clarify access, sharing, quality, cybersecurity and interoperability.



Review the governance framework

Assess legislation, regulations, concessions and procedures for gaps.



Build institutional capacity

Develop the expertise needed to procure, supervise and evaluate AI systems.

03.

CONCLUSION

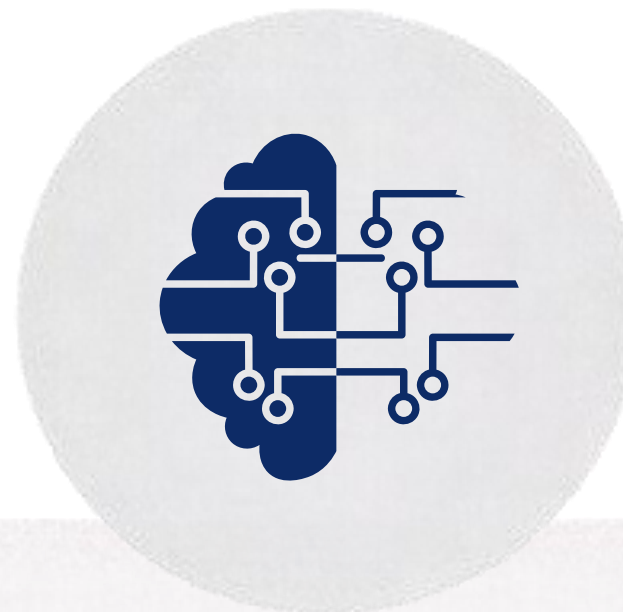
Smart ports require smart governance

Adopting AI is only part of the challenge. Ports also need the capacity to manage and oversee its use.



TECHNOLOGY

Changes what ports can do.



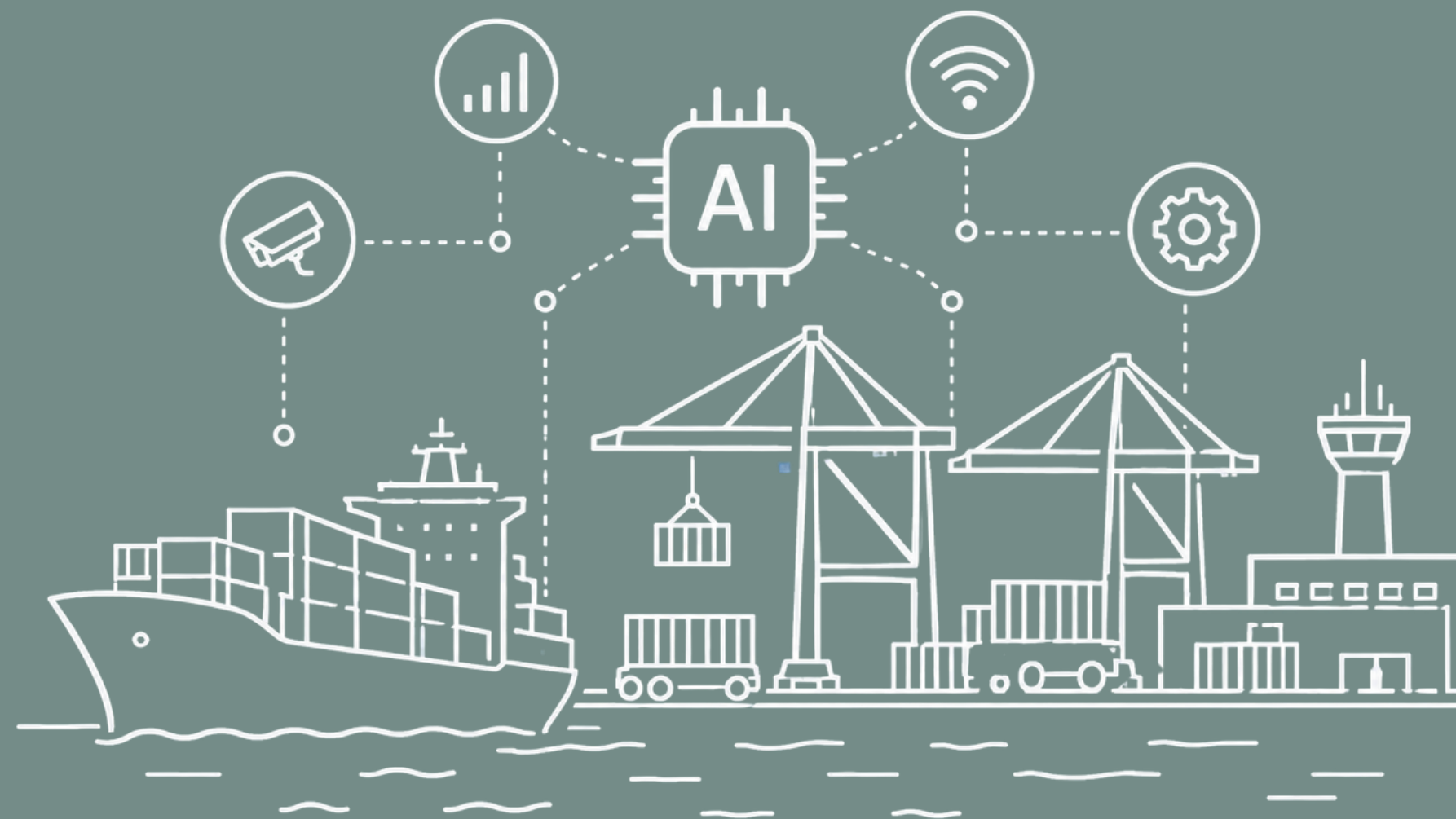
AI

Changes how decisions
can be made.



GOVERNANCE

Determines who has authority
and who remains accountable



THANK YOU!

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