



**TRAINFORTRADE**  
**PORT TRAINING PROGRAMME**

**GENERAL OVERVIEW**

## **I. INTRODUCTION**

### **1. HUMAN RESOURCES AND CAPACITY DEVELOPMENT**

The need to support the integration of developing countries, particularly the least developed ones, into the globalized world economy has been widely recognized at the international level, and it represents one of the pillars of the UN Millennium Declaration.

However, this ambitious goal can be achieved only if these countries build a sustainable level of human resources, knowledge and skills that will allow them to take ownership of their development and achieve their socio-economic objectives.

Capacity development, the building of organizational and technical abilities, behaviours, relationships and values enabling countries to enhance their performance in order to achieve their development objectives, is crucial to meet this challenge.

The UNCTAD/ TrainForTrade programme plays a key role in building the capacities of developing countries through the strengthening of their human resources.

### **2. HUMAN RESOURCES IN PORTS**

The maritime sector has considerable influence on the volume and conditions of trade and the capacity for economic development of developing countries. It has long been recognized that transport costs form a significant part of the final costs of exports and imports. More important is the way in which transport is organized, as it affects the ability of exporters to reach their markets under satisfactory conditions, as well as to open up new markets.

The port community plays a vital role in economic growth by attracting and generating trade. Today's maritime sector is confronted with many challenges, such as newly imposed standards in safety and environmental management, radical change in the information systems, new cargo handling and commercial practices, privatisation and restructured shipping services and substantial potential traffic growth through globalization. Countries which are unable to cope with such rapidly advancing realities, will find that they are not in a position to foster the development of their trade sector.

In this framework, the development of human skills under locally applicable conditions is, more than ever, of paramount importance if a port is to succeed in implementing its economic role.

### **3. UNCTAD'S ACTION IN THIS FIELD**

Over the last 20 years UNCTAD has received many requests from developing countries for an integrated programme to train middle managers of their port communities. These requests were based on the following considerations:

- Global competition, new shipping and communication technologies are continuously modifying the port environment. In this continuously evolving environment, port efficiency depends heavily on middle managers who must have a global understanding of port management and the complexity of the strategic decisions taken by senior management. For the successful implementation of such decisions, middle management must have the essential technical and managerial competencies. They also need to be multitask and flexible in order to be able to master the challenge of different positions and responsibilities during their career.
- Current training programmes for middle managers have been found insufficient. Often they only cover the technical fields that a middle manager needs to be competent in and do not allow for flexibility towards the continuous evolution of the port environment. Furthermore, some port communities in developing countries do not even have training programmes for their port operators.
- Training for middle managers must be oriented towards the future needs of port community enterprises. It must focus on the concept of port community, and on key issues such as customers' satisfaction. It must also include training in high priority fields such as environmental protection and sustainable port development.

This situation led UNCTAD to establish a training programme dedicated to maritime and port activities.

### **4. THE PILOT PHASE OF THE UNCTAD/TRAINFORTRADE PORT TRAINING PROGRAMME**

The requests from ports in developing countries to devise an integrated training programme for middle managers of port communities were confirmed by the Intergovernmental Group of UNCTAD Port Experts which made the following recommendation at its second meeting in 1993: "The project of the UNCTAD Secretariat to implement a port training course with a diploma for middle managers and new recruits is very opportune". This led to the establishment of a training programme in the field of maritime and port activities, namely the "Port Certificate".

From 1998 to 2001, the Human Resources Development Section of the UNCTAD Division for Services Infrastructure for Development and Trade Efficiency, launched a pilot phase of the UNCTAD/TrainForTrade "Port Certificate" programme based on requests from West African States and with the support of the government of Belgium. Three African ports - Port Autonome de Cotonou (Benin), Office des Ports et Rades du Gabon (Gabon) and the Port

Autonome de Dakar (Senegal) - benefited from this technical assistance programme for middle managers of port communities.

## **5. THE EVALUATION**

An independent evaluation<sup>1</sup> of the impact of the pilot phase was conducted in January 2001. Some of the conclusions were that

- the programme largely met its objectives;
- the pedagogic material produced was of high quality and matched the current needs of the port training community;
- the training approach ensured the sustainability of the training activities.

Based on the positive results recorded by both public and private sector companies in the West African port communities participating in the pilot phase, port experts recommended the extension of the programme to other port communities of Africa.

## **6. THE NEW STRATEGY FOR CAPACITY BUILDING IN THE MARITIME AND PORT SECTOR**

In May 2002, in Oporto, Portugal, at the "UNCTAD International Coordination Meeting on the New Strategy for Capacity-Building Enhancement in the Field of Ports", the new TrainForTrade Port Training Programme was adopted by forty-six representatives of public and private sectors of Angola, Benin, Brazil, Cape Verde, Cambodia, Cameroon, Congo, Côte d'Ivoire, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Mauritius, Mozambique, Namibia, Tanzania, Sao Tome and Principe, Senegal, South Africa, Togo and Tunisia, as well as by twenty-one representatives of developed countries (Belgium, Spain, France, Italy, Norway, Netherlands and Portugal). Following this international meeting, specific action plans were established by linguistic groups. These plans also included distance learning activities to link beneficiary port communities with the UNCTAD port partners in developed countries.

## **7. THE DUBLIN DECLARATION**

From 26 to 28 June 2007, sixty representatives of eight African countries (Benin, Cape Verde, Gambia, Ghana, Namibia, Nigeria, Sierra Leone and Tanzania), five Asian countries (Cambodia, India, Indonesia, Malaysia and Sri Lanka), and four European countries (France, Ireland, Portugal and Spain) attended the "International Coordination Meeting of UNCTAD's Port Training Programme for English-speaking Port Communities in Developing Countries", organised in Dublin, Ireland with the support of the Dublin Port Company.

The main objective of the Conference was to examine all aspects of the establishment of future cooperation among these ports in the framework of the UNCTAD TrainForTrade Port Training Programme. During the three-day working sessions, the results and achievements of the UNCTAD Port Training Programme in the French and Portuguese-speaking networks

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<sup>1</sup> See the UNCTAD document entitled: Study of the impact of the experimental phase of the Port Certificate of UNCTAD and report TD/B/WP/144 of 16 July 2001.

were assessed. Delegates also looked at the training and capacity-building needs of beneficiary ports in English-speaking countries in Africa and Asia. Finally, the steps to be taken to implement the programme in targeted port communities in Asia and Africa were identified with a view to applying the lessons learnt and maximizing the programme's impact.

The delegates adopted the Dublin Declaration (28 June 2007), recommending the implementation of the UNCTAD TrainForTrade Port Training Programme in the English-speaking port communities in African and Asian developing countries.

## **8. THE VALENCIA DECLARATION**

From 26 to 28 March 2008, the UNCTAD TrainForTrade Port Training Programme organized an International Coordination Conference for Port Communities of Spanish-speaking Developing Countries that took place in Valencia, Spain. This conference was made possible thanks to the cooperation with the Port Authorities of Valencia and Gijón, and the financial support of the Kingdom of Spain. Port Authorities of twelve Latin American countries took part in it, as well as representatives from the French- and Portuguese-speaking Port Training Networks. The Conference ended with the adoption of the "Declaración de Valencia", in which the participating Latin American Port Communities recommended the implementation of the Programme in their own ports and invited Spanish-speaking port communities to get involved in this Port Network which is generating great expectations.

## **II. IMPLEMENTATION**

### **1. MEMBERS**

#### **French-speaking network**

- Port Autonome de Cotonou / Cotonou, Benin
- Port Autonome de Dakar / Dakar, Senegal
- Port Autonome de Conakry / Conakry, Guinea
- Port Autonome de Douala / Douala, Cameroon
- Port Autonome de Lomé / Lomé, Togo
- Office de la Marine Marchande et des Ports de Tunisie / Tunis, Tunisia (2002-2005)
- Entreprise Portuaire de Béjaia / Béjaia, Algeria (2003-2005)
- Office des Port et Rades du Gabon / Owendo, Gabon (1998-2002)

#### **English-speaking network**

- PT Persero Pelabuhan Indonesia I (Pelindo I) / Medan, Indonesia
- Ghana Ports and Harbours Authority / Tema, Ghana
- Tanzania Ports Authority / Dar Es Salaam, Tanzania
- Maldives Ports Limited / Male, Maldives
- Kuantan Port Consortium / Kuantan, Malaysia
- Sihanoukville Port Authority / Sihanoukville, Cambodia
- Phnom Penh Port Authority / Phnom Penh, Cambodia

### Portuguese-speaking network

- Empresa Nacional de Administração de Portos / Mindelo, Cape Verde
- Empresa Nacional de Administração de Portos / Praia, Cape Verde
- Empresa Portuária de Luanda / Luanda, Angola
- Administração dos Portos da Guiné-Bissau / Bissau, Guine-Bissau

### Spanish-speaking network

- Autoridad Portuaria Dominicana / Santo Domingo, Dominican Republic
- Comision Portuaria Nacional / Guatemala City, Guatemala
- Administracion Portuaria Integral de Vera Cruz / Vera Cruz, Mexico
- Autoridad Portuaria de Guayaquil / Guayaquil, Ecuador
- Autoridad Portuaria Nacional / La Perla-Callao, Peru

## 2. TRAINING OF TRAINERS

### Nature of workshops

3 main training of trainers workshops are organised in the framework of the port training programme.

- Three-week workshop to deliver the "Modern Port Management" course<sup>2</sup>
- Two-week pedagogic workshop on the methodology for the delivery of TrainForTrade validated material
- One-week tutor workshop on distance learning techniques

### Places of workshops

Europe: Belgium: Ghent (1996, 2001, 2003)  
France: Lyon (1998), Marseille (2005, 2007)  
Ireland: Dublin (2008)  
Portugal: Lisbon (1999), Oporto (2003, 2005, 2006)  
Spain: Las Palmas (1997, 2000), Gijón (2008)  
Switzerland: Geneva (2003, 2004)

Africa: Algeria: Béjaïa (2006)  
Benin: Cotonou (2004)  
Cape Verde: Mindelo (2001)  
Guinea: Conakry (2005)  
Gabon: Libreville (1999, 2000)  
Senegal: Dakar (1999, 2007)  
Togo: Lomé (2006)

Asia: Cambodia: Siam Reap (2005, 2006, 2007)  
Lao PDR: Vientiane (2004, 2005)

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<sup>2</sup> See part III. Modern Port Management Course

### **3. RESULTS**

#### **Final target population**

A total of 596 middle managers (of which 20 % women) have been trained since the 1998 inception of the port training programme in the various beneficiary countries, for a total of 38 national training cycles in 11 different countries.

#### **Intermediary target population**

A total of 28 training of trainers workshops have been organised for 401 senior managers (of which 15 % women) from 15 different countries. They are now serving as trainers to sustain national deliveries in the various port communities. This is particularly important as due to the extensive coverage of the "Modern Port Management" course, delivering its eight modules requires between 18 and 25 national instructors in each port community.

### **4. SUCCESS STORY**

Following training of trainer's phases, national deliveries of the programme are being organized every year in each, beneficiary countries, to provide port managers with management tools and techniques to improve their performance inside the port community for the benefits of the port and maritime sector as a whole.

The Port Autonomous of Dakar (PAD) has been implementing the TrainForTrade port training since 1998. A total of four full training cycles have been conducted in the port of Dakar, as well as a training session conducted entirely using distance learning techniques (pilot phase - 2001). A total of 52 port operators have been trained with the "Modern Port Management" course of UNCTAD. Around 15 senior managers from Dakar port community participated in various training of trainer's activities in order to support the replication process in their country. Some of these port operators continued a curriculum at university level specializing in international transport. The UNCTAD port certificates being recognized as credits for first year at the "Sup de Co" Institute in Dakar.

### **5. CONTRIBUTION SCHEME**

The beneficiary countries (port communities) of the TrainForTrade port training programme are contributing financially themselves to the trust fund managed by UNCTAD. This self-sustaining aspect indicates the level of commitment and interest from national port authorities that are leading the implementation of this process in their port communities.

## 6. PARTNERSHIP

### Current operational partnerships with:

- Ghent Port Company (Belgium)
- Port Autonome de Marseille (France)
- Port Autonome de Dunkerque (France)
- Dublin Port Company (Ireland)
- Administração Dos Portos Do Douro e Leixões (Portugal)
- Autoridad Portuaria de Valencia (Spain)
- Autoridad Portuaria de Gijón (Spain)



### Technical criteria's for the partnership network:

- ✓ High-level expertise in the field of port management and operations
- ✓ Commitment to effectively contribute to the network activities
- ✓ Good working knowledge of one/more of the network languages (French/Portuguese/English)
- ✓ Understanding of distance learning tools
- ✓ Availability of a focal point to keep regular contact with UNCTAD

### Advantages to join the partnership network:

- Visibility through an international United Nations programme with world-wide coverage
- Networking with executive & top management of developing country ports
- Knowledge of new potential markets and needs of targeted countries
- Opportunity to build national expertise in the field of port management
- Use of information and communication technology tools for training
- Exchange of information and experiences

## **III. MODERN PORT MANAGEMENT COURSE**

### **1. TRAINING CONTENT**

The total training package of the "Modern Port Management" course from UNCTAD's Port training programme is composed of:

- ❑ Participant's manual
- ❑ Instructor's guide
- ❑ Individual tests
- ❑ Group exercises
- ❑ Module opinion questionnaires
- ❑ Distance learning platform (Chat, Forum, resources, etc.)
- ❑ Animated presentations online and on CD
- ❑ Audiovisuals programmes in DVD format
- ❑ Port operation visits

This represents around 240 hours of training, not including the "thesis" (final assignment) the participants will have to prepare under the supervision of a mentor and defend before a Jury of port experts in order to obtain the UNCTAD Port Certificate.

### **2. TRAINING OBJECTIVES**

At the end of the training, participants will have improved their port management skills. They will be able to:

- Assess the current and future role of a commercial port
- Define users' requirements
- Master daily tasks
- Contribute to the improvement of port efficiency
- Explain the role and functions of an innovative port that integrates the future needs of the port community
- Ready to for multitasking and new responsibilities

### **3. TARGET POPULATION**

Middle managers working under the trusteeship of port authorities, public or private entities from the port communities and related ministries.

### **4. MODULES CONTENT**

Module 1: International trade and transport

Module 2: The organisation of a port system

Module 3: The functioning of a port system

Module 4: Future challenges of the port

Module 5: Methods and tools of modern management in ports

Module 6: Economic and commercial management

Module 7: Administrative and legal management

Module 8: Technical management and development of human resources

## **5. DETAILED TOPICS PER MODULE**

### **MODULE 1: INTERNATIONAL TRADE AND TRANSPORT**

#### **SUB-MODULE 1a: THE RELATIONSHIP BETWEEN THE PORT AND SHIPPERS**

##### **CHAPTER I: THE EVOLUTION OF INTERNATIONAL TRADE AND ITS IMPACT ON THE DEMAND FOR MARITIME TRANSPORT**

Section I: Recent evolution of trade and international transport

Section II: International and regional agreements

Section III: International strategies of firms and the transport policy of shippers

Section IV: The rules, procedures and documents of international trade and transport

#### **SUB-MODULE 1b: THE RELATIONSHIP - PORTS/SHIPPING COMPANIES**

##### **CHAPTER II: THE EVOLUTION OF SHIPS**

CONTAINER

##### **CHAPTER III: ORGANISATION AND STRATEGIES IN MARITIME TRANSPORT**

### **MODULE 2: THE ORGANISATION OF A PORT SYSTEM**

#### **SUB MODULE 2A: THE ROLE OF A PORT**

##### **CHAPTER I: PHYSICAL DESCRIPTION OF A PORT**

Section I: Definitions and classifications

Section II: Presentation and description of the facilities

##### **CHAPTER II: OBJECTIFS AND MISSION OF A COMMERCIAL PORT**

Section I: role, objective, mission

Section II: The 3 generations of ports

Section III: Actors in the international Transport Chain

#### **SUB MODULE 2B: PORT ORGANISATION AT THE NATIONAL AND LOCAL LEVEL**

##### **CHAPTER I: PORT ORGANISATION AT THE NATIONAL LEVEL**

Section I: The role of the State

Section II: Public Sector versus Private Sector

Section III: Methods of privatisation

##### **CHAPTER II: PORT ORGANISATION AT THE LOCAL LEVEL**

Section I: The different types of ports

Section II: The need for a port authority

Section III: The structure of a port authority

Section IV: The management body: The port Manager

Section V: The internal organisation of a port authority

Section VI: The port community

### **MODULE 3: THE FUNCTIONING OF A PORT SYSTEM**

#### **CHAPTER I: SERVICES RENDERED TO THE SHIPS**

Section I: The buoyage and aids to navigation services

#### **CHAPTER II: SERVICES RENDERED TO THE GOODS**

Section I: Cargo handling

Section II: The warehousing or storage of goods

Section III: The other value added activities of the port: Centres of distribution, duty free zones, cruise activities, etc.

## **MODULE 4: FUTURE CHALLENGES OF THE PORT**

### **SUB-MODULE 4A: THE NEW COMPETITIVE ADVANTAGES OF A PORT**

- A) Geographical location
- B) Internal facilities
- C) Availability and quality of port services
- D) Cost of port services
- E) The socio-economic stability
- F) The information Technology
- G) The dynamism and stability of a united port community
- H) Search for « niches » and « crannies »

### **SUB-MODULE 4B: THE NEW SOCIAL STABILITY**

- A) Reduction of the number of port workers and improvement of their qualification

### **SUB-MODULE 4C: HEALTH AND SAFETY IN THE PORTS**

- A) A new approach to health and safety
- B) Measures to be taken to ensure health and safety
- C) The regulation
- D) Statistics and information
- E) National and International regulations

### **SUB-MODULE 4D: THE PROTECTION OF THE ENVIRONMENT**

- A) Background
- B) The different types of port pollution
- C) The environment and its cost
- D) Elements of a policy for environmental protection

### **SUB-MODULE 4E: THE QUALITY MANAGEMENT**

- A) Introduction
- B) Stages (How to achieve quality services, some practical examples)

## **MODULE 5: METHODS AND TOOLS OF MODERN MANAGEMENT IN PORTS**

### **Sub-module 5a: METHOD: PLANNING OR STRATEGIC MANAGEMENT.**

Presentation of the main lines of the strategic planning process:

- Formulate long-term perspectives;
- Assess the external opportunities and threats;
- Assess the internal strengths and weaknesses;
- Define the medium-term objectives, possible strategies and precise goals;
- Choose specific strategies and establish a specific commercial plan;
- Assess the efficiency of strategies.

### **Sub-module 5b: TOOLS: STATISTICS AND INDICATORS.**

- The different kinds of port statistics. Operational, economic, financial, social.

- The data collection and their manual and computerized data processing.
- The presentation and delivery of statistics.
- The elaboration of indicators and instrumental panel.

**Sub-module 5c: COMPUTERISATION AND EDI IN PORTS**

- The contribution of data processing in the ports
- Presentation of development and the Exchange of Computerized Data in ports
- Reverse engineering processes
- Port applications
- Electronic Data Interchange (EDI) in port communities

**MODULE 6: ECONOMIC AND COMMERCIAL MANAGEMENT**

**Sub-module 6a: COMMERCIAL MANAGEMENT AND MARKETING.**

**i) Analysis and planning of port marketing**

- Objectives of port marketing;
- Information required for marketing and segmentation;
- Analysis of port marketing;
- Marketing strategies.

**ii) Organization of commercial services, Port Community/Port Authority:**

- How has the Port Authority to play its commercial role?
- Respective roles of Port Authority and port enterprises;
- Marketing organization at the level of Port Community.

**iii) Methods of commercial action: port marketing**

Presentation of principal methods used in commercial ports.

**Sub-module 6b: ECONOMIC MANAGEMENT.**

**i) Strategic port pricing**

- How establishing an incentive pricing policy? By the Port Authority, by other providers;
- To conceive an incentive pricing policy in favour of traffic development.

**ii) Economic planning of port investments:**

- Mass plan of port development;
- Forward-looking studies of traffic;
- Studies of economic profitability of port investments: advantages and costs of investments, discounting;
- Method of comparison and choice of investments: internal profitability rate, discounted balance.

**Sub-module 6c: FINANCIAL MANAGEMENT.**

**i) Organization of financial management:**

- Principles of management;
- Debit/credit of a Port Authority;
- Content and management of accounts;
- Management of liquid assets;
- Management control;
- Permanent follow-up;
- Entities and inspections.

## **MODULE 7: ADMINISTRATIVE AND LEGAL MANAGEMENT**

### i) Adoption of rules:

Rules of police, exploitation, and management of public field.

- Their necessity
- The content of rules: necessity to combine the rigor to ensure a good behavior of all actors of port traffic, with the flexibility required by commercial and industrial acts.
- The rules within the public domain
- How conceiving a land policy to combine the concern of port adaptation to the demand of traffic (necessary precariousness of some occupations) and the requirement of guarantees given to investors;
- Administrative acts of field management: authorizations and concessions given to professionals to exercise their activity on the port field;
- Follow-up and control of field management.

### ii) Management of risks and insurance's:

- Nature and extent of port risks;
- Insurance contracts;
- Regime of wrecks in shipping ports.

### iii) Tasks of general administration:

- Reminder of tasks of general administration;
- Organization of relations with operational services and other functional services;
- Particular case of Departments involved in computer.

## **MODULE 8: TECHNICAL MANAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES**

### **Sub-module 8a:** TECHNICAL MANAGEMENT.

#### i) Organization of maintenance:

- The permanent knowledge of the construction work state;
- Methods and means of maintenance: direct control or recourse to maintenance contracts with external enterprises, the settlement of the work costs, the coordination between maintenance and exploitation, preventive upkeep and management of spare part inventories.

#### ii) Purchase Department

### **Sub-module 8b:** DEVELOPMENT OF HUMAN RESOURCES.

#### i) Forward-looking management:

- At the size level;
- At the skill level.

#### ii) Daily management:

- Rules of recruitment;
- Remuneration;
- Functional and geographical mobility: necessities and limits;
- Promotions and sanctions;
- Retirement system.

iii) A motivating organization of work:

- Enterprise's plan;
- Motivation through remuneration/promotion/evaluation;
- Management by objectives
- Delegation/ responsibility
- Mutual information: organization of the report;
- Community service and extra-professional activities;
- Internal communication: on the general activity of port, the specific matters, how involving communication between management levels;
- Relations with trade unions and management of social conflicts within the Port Authority;
- Training of the staff: continuous training, through training and seminars inside or outside the Port Authority.

iv) Promoting innovation:

- The necessity of innovation in every field (economic, technical, commercial, exploitation, financial, social);
- How to organizing research/development in a port service? Permanent innovation, proper resources, recourse to institutions;
- How to promote innovation? Incitement through remuneration and promotion, communication on innovation.