

UNCTAD PORT MANAGEMENT PROGRAMME
English-Speaking Network

Training of Trainers Workshop
"Modern Port Management" course (Modules 1 to 4)
24 May – 03 June 2016, Dublin, Republic of Ireland

Organized by UNCTAD and the Dublin Port Company (DPC) in cooperation with the Port of Cork Company (PoCC), Belfast Harbour Commissioners (BHC), and the Shannon Foynes Port Company (SFPC) with contributions from Drogheda Port Company, SamSkip, Hamilton Shipping, Irish Maritime Development Organization, Noble Shipping Law, Dublin Ferryport Terminal (DFT) and with the support of Irish Aid

FINAL REPORT



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I. Introduction

The TrainForTrade Port Management Programme is governed by the collective decisions that are taken at periodic international coordination meetings to illustrate its nature as a Technical Cooperation programme. The international coordination meetings serve as a platform to set the agenda for the multi-year phases that the programme is planned around and also to assess the performance of the programme at the local level for beneficiaries. Following the action plan for the third phase of the programme (2014 - 2016) set at the July 2013 International Co-ordination Meeting for the English-speaking network of the TrainForTrade Port Management Programme in Belfast, Northern Ireland, UNCTAD organized two training of trainers (ToT) workshops for module 1-4 and 5-8 in Dublin (2014) and Cork (2015) respectively.

In preparation for phase 4 (2017 - 2019), UNCTAD organized another ToT workshop for Module 1-4 in Dublin from 23 May– 2 June 2016 to coincide with the International Coordination Meeting, on 3 June 2016, that aimed to review the performance of phase 3 which will officially finish at the end of 2016 and set the action plan for phase 4 which officially starts in 2017 but has cross-cutting activities some of which need to be addressed in advance such as setting the tentative calendar and preparing the Senior Managers to continue delivering the programme in their own ports through the ToT workshops. The workshop participants comprised 32 (11 women) senior managers from port communities in Cambodia (2), Ghana (5), India (1), Indonesia (3), Kenya (2), Malaysia (2), Maldives (1), Nigeria (6) and the Philippines (11) and 6 observers from Philippines (5) and Somalia (1).

The workshop was organized by UNCTAD and the Dublin Port Company (DPC), with support from the Port of Cork Company (PoCC), Belfast Harbour Commissioners (BHC) and the Shannon Foynes Port Corporation (SFPC) with further contributions from Drogheda Port Company, SamSkip, Hamilton Shipping, Irish Maritime Development Organization (IMDO), Noble Shipping Law, and Dublin Ferryport Terminal (DFT) from 23 May to 03 June 2016 (for more background information, please refer to the “Aide Memoire” in Annex 1). The National College of Ireland in Dublin which has a long association with Dublin Port Company provided the training rooms and facilities for the 2-weeks long workshop. Irish Aid provides financial support to the UNCTAD/TrainForTrade Modern Port Management Programme.

II. Opening Ceremony

The Opening Ceremony was held on Tuesday, 24 May 2016, from 9:00 to 10:00 a.m. at Dublin Port Company Head Office Training Centre. It was attended by:

- Maureen O'Sullivan, TD
- Ms. Lucy McCaffrey, Chairperson, Dublin Port Company
- H.E. Dr. Hermes Herrera Hernández, the Cuban Ambassador to Ireland
- Mr. Eamonn O'Reilly, CEO, Dublin Port Company
- Mr. Pat Ward, Head of Corporate Services, Dublin Port Company
- Mr. John Moore, Director, Dublin Port Company

- Ms. Geneviève Féraud, Chief, Knowledge Development Branch, Division on Technology and Logistics, UNCTAD
- Mr. Gerald Deegan, Former Operations Manager of Container Terminal Services, Port of Cork
- Mr. Mark Assaf, Chief of UNCTAD's Human Resources Development/TrainForTrade Section
- Mr. Aylwin Zabula, Associate Information Systems Officer & workshop director, UNCTAD
- DPC staff members
- The participants from Asia and Africa

Ms. McCaffrey gave a brief opening speech welcoming the participants to Dublin and the Dublin Port Company to Port Centre, the head office of Dublin Port Company. In welcoming the participants, she wished everyone a successful workshop and invited them to visit the port to ask questions. She gave the participants a brief history of the port and its participation in the programme. She also outlined the history of Dublin Port and the current situation, its growth and development plans especially the Alexandra Basin redevelopment project.

In her remarks, Ms. Féraud representing UNCTAD, thanked the Government of Ireland for its support, through Irish Aid, and all the partner ports of the Modern Port Management programme especially DPC for their continued involvement with UNCTAD and their commitment to sending their personnel to aid in the local deliveries of the programme across the beneficiary ports of the programme. In addressing the beneficiary ports present at the workshop, she reiterated her gratitude for their commitment and expressed the importance of sharing the knowledge that they would gain during the 2 weeks in Dublin on their return to their own countries. She further articulated on the link between efficient port management, which the programme aims to achieve through the training of middle managers, and the Sustainable Development Goals (SDGs), evoking specifically SDG 8 & 17 and how the programme is a cost-effective bridge to economic and social development.

Deputy Maureen O'Sullivan T.D. (Member of Parliament) welcoming the participants to cosmopolitan Dublin related her own links to port life having being born and raised near the port. She went on to explain how her background working in development projects overseas especially Ghana makes the TrainForTrade Port Management Programme a development project that sparks her passion. She encouraged the participants to make the best use of the opportunity that they were afforded to take part in this ToT programme and take back what they will learn to their own port communities. Deputy O'Sullivan drew attention to the enormous benefits that local communities had derived from the investment and commitment by DPC in a broad-ranging programme of corporate social responsibility over many years. She also noted how DPC was successfully working very closely with Dublin City Council and also how the port was becoming more and more integrated with the City. She wished the participants well and welcomed them to enjoy the attractions of Dublin.

Mr. Moore also addressed the participants, welcoming them to Dublin and Dublin Port and provided the logistical details including addressing the activities of the two weeks, including the European Sea Ports Conference, Cruise Europe Conference and the Admiral's Ball which DPC was sponsoring for all participants and regarding the transfer to the NCI where all training would take place.

Mr. Assaf thanked Irish Aid and the port partners from Ireland and Northern Ireland, in particular DPC, for their help in organizing and contributing to the workshop. He welcomed the representatives from port communities in Bangladesh, Cambodia, Ghana, India, Indonesia, Ireland, Northern Ireland, Kenya, Malaysia, the Maldives, Nigeria and the Philippines. He pointed out that this was the largest group ever in terms of number of participants and number of countries. He then introduced the agenda for the duration of the workshop identifying and explaining all the key points relating to the training package. For the benefit of participants who were joining the ToT for the first time, Mr Assaf gave a brief background of the programme pointing out that it consists of 8 Modules plus a final case study. The ToTs are split in two, covering Module 1-4 and Module 5-8 respectively and conducted in alternating years in Ireland and so far delivered in Dublin and Cork. He encouraged the new participants to consider taking part in the next session of the ToT that will cover modules 5-8 in Cork in 2017. He concluded by pointing out that the training material had been updated since the last cycle and in particular the tests which had been augmented to constitute a database and make them more robust. He explained that the new versions of the participant manuals, group exercises and tests would be validated during the workshop. The finalized versions would be made available for the future deliveries of Modules 1 through 4 in the member port communities.

Mr. Zabula, Mr. Deegan, and Ms. Kelly were introduced to the participants and each gave brief remarks and welcomed the participants to the workshop.

After the break at 10:00, the participants were each given an opportunity to introduce themselves.

III. Participants

The 32 workshop participants (including 11 women) were (23) senior managers from PTP English network port communities and (9) senior managers from new and interested port communities (see Annex 3). The 32 participants comprised;

Modern Port Management English Network Members

- Ghana (5) – all participants were from the Ghana Ports and Harbours Authority and their positions are two Personnel & Administrative Managers, a Principal Training Officer, a Corporate Marketing & Public Affairs Manager and a Human Resource Manager.
- Indonesia (3) – the President Director of Indonesia Port Corporation Corporate University and two participants from Pelindo 1, the Assistant Senior Manager of Verification and an Equipment Department Staff.

- Nigeria (4) – all participants were from the Nigeria Ports Authority including a General Manager - Human Resources, a Senior Manager, a Manager, the Head of Training, and a Port Manager.
- The Philippines (11) – the 11 participants from the Philippines were from:
 - Philippines Port Authority (9) with five Port Managers, one Terminal Supervisor, one Department Manager and one Manager.
 - Cebu Port Authority (1) with the Port Operation Division Manager.
 - Cebu Integrated Arrastre (1), a private company, sent a Cargo Handler/Port Manager.
 - Central Inter Transport Logistics Corporations (1) sent a Consultant.

Other Ports/Nations

- Bangladesh (1) – a Member (Engineering) from the Chittagong Port Authority.
- Cambodia (2) – a Director of Planning/Marketing from Phnom Penh Autonomous Port and a Director of Marketing from Sihanoukville Autonomous Port.
- India (1) – the Chairman of the Paradip Port Trust.
- Kenya (2) – both participants from the Kenya Port Authority, a Principal Marketing Executive and a Course Developer.
- Malaysia (2) – both participants from the Port Klang Authority, an Administrative Senior Officer and a Senior Engineer (Civil).
- The Maldives (1) – the Assistant to the CEO of Maldives Ports Limited.

IV. Training Sessions

The workshop started on Tuesday, 24 May, at 13:30. Mr. Assaf introduced the



Mr O'Reilly delivering a module on Objectives and mission of a commercial port

participants to the programme of work and how the workshop would be structured. Mr. Zabula gave a demonstration of the TFT learning platform and dealt with all issues regarding access to the platform to ensure smooth running of the workshop as all tests and module opinion questionnaires would be taken online.

The training element of the workshop lasted six and a half days. Each training-day was divided into four 90-minute sessions. On average, a module was completed every two days. Saturday 28 May included a technical visit to Dublin Port and several terminals within the port estate. As part of the learning

process and to further facilitate wider networking, the participants attended the European Sea Ports Organisation conference (ESPO 2016) for one day and the Cruise Europe conference for half a day. For more details regarding the structure of the workshop, see the final timetable in Annex 2.



Participants on the Technical Visit of Dublin Port

A total of 22 instructors contributed to the delivery of the workshop: 8 from DPC, 2 from PoCC, 1 from SFPC, 1 from Belfast Harbour Commissioners (BHC), 1 from Drogheda Port Company, 1 from Hamilton Shipping, 1 from Noble Shipping Law, 1 from Dublin Ferryport Container (DFT), 1 from SamSkip, 1 from the Irish Marine

Development Office, 1 International Maritime Consultant (retired PoCC Terminal Manager), 2 from UNCTAD.



Helen Noble from Noble Shipping law delivering to the participants

The workshop participants indicated that they enjoyed the training as almost all the instructors were people who could bring practical experience and intermingle it with the training material. This made it worthwhile and meant that most of the examples answered directly

to questions that they had. The participants were able to ask questions based on their experience and to debate with the instructors based on experience too. The instructors also found the experience rewarding as they got insight into how other ports are dealing with specific situations.

The full list of instructors and their photos are provided in Annex 4 and the final timetable (Annex 2) indicates which subjects they covered.

V. Workshop results

The success of the workshop was assessed through group exercises, individual tests and opinion questionnaires.

Group exercises

The Modern Port Management course includes group exercises to allow the participants to put into practice the theories taught in the different modules. For Modules 1 to 4 there are two group exercises:

1. Impact of Transit Costs of Goods in Ports (Module 2);
2. Planning Cargo Handling Operations in Ports (Module 3);

The workshop director organized the participants into 5 groups with 7 members for groups 1 and 2, and then 6 members for the groups 3-5. The groups were randomly organized but with care to avoid having a group on all women or participants of the same nationality. Therefore, each group had at least one woman and each was a mixture of participants from Africa and Asia in each group. The following table shows how the groups were organized:

Group 1	Group 2
Claro Cagigas Jr. Virginia Valero Lawan Jere Romeo Bortey Florence Essel Chey Sokunthea Robert Watene	Marieta Odicta Nina Insania K. Permana Stanley Yitnoe Alphonse Wordi Zulfiqur Aziz Rinkesh Roy Jemimah Mwanyumba
Group 3	Group 4
Delina Salvador Lopez-Vito Noeme Calderon Dasman Tamba Dodi Fitriani Mohd Hafiz Zulhairi Bin Muhammad Sapee Eunice Ezeoke	Sarah Mijares Francisquiell Mancile Paca Rodien Mohd Nizam bin Mohd Mokhlas Patricia Abohwa Mohamed Rabih
Group 5	
James Gantalao Venicius Villasenor Benjamin Akol Jr. Ebenezer Nketsiah Paul Ansah Phanin Hei	

During the group exercises, the groups worked mostly independently with minimum supervision from the instructors or the workshop director. Albeit, the workshop director with the aid of Mr. John Moore and Mr. Mark Assaf, intervened to ensure that the groups kept focus and were not completely stuck, and that the exercises were completed within the allocated time. Each of the group exercises were reviewed once the groups reassembled in the training room by taking their answers and discussing how they arrived at it. The discussions that followed was a good exercise in knowledge sharing between ports as they highlighted the different approaches that different ports or different regions use to tackle similar problems and the different ways in which similar results could be obtained depending on the needs of the port.



Group work presentations and review session

UNCTAD and the instructors weighed in with their own solutions and explained the reasoning for the answer provided where differences appeared or where the motivation for performing the analysis or calculation in a certain way was derived.

The participants agreed that the group exercises were challenging and relevant, and they requested that UNCTAD should increase the number of exercises for the programme. The participants requested that UNCTAD should research further so that the group work would also reflect on current practices in beneficiary ports and not just the partner ports.



Group work presentations and review session

Individual tests

The participants electronically completed a 1-hour individual test at the end of each module on the TrainForTrade e-learning platform. A variety of question formats were used on each test: multiple-choice questions, true/false, open-ended questions, etc.

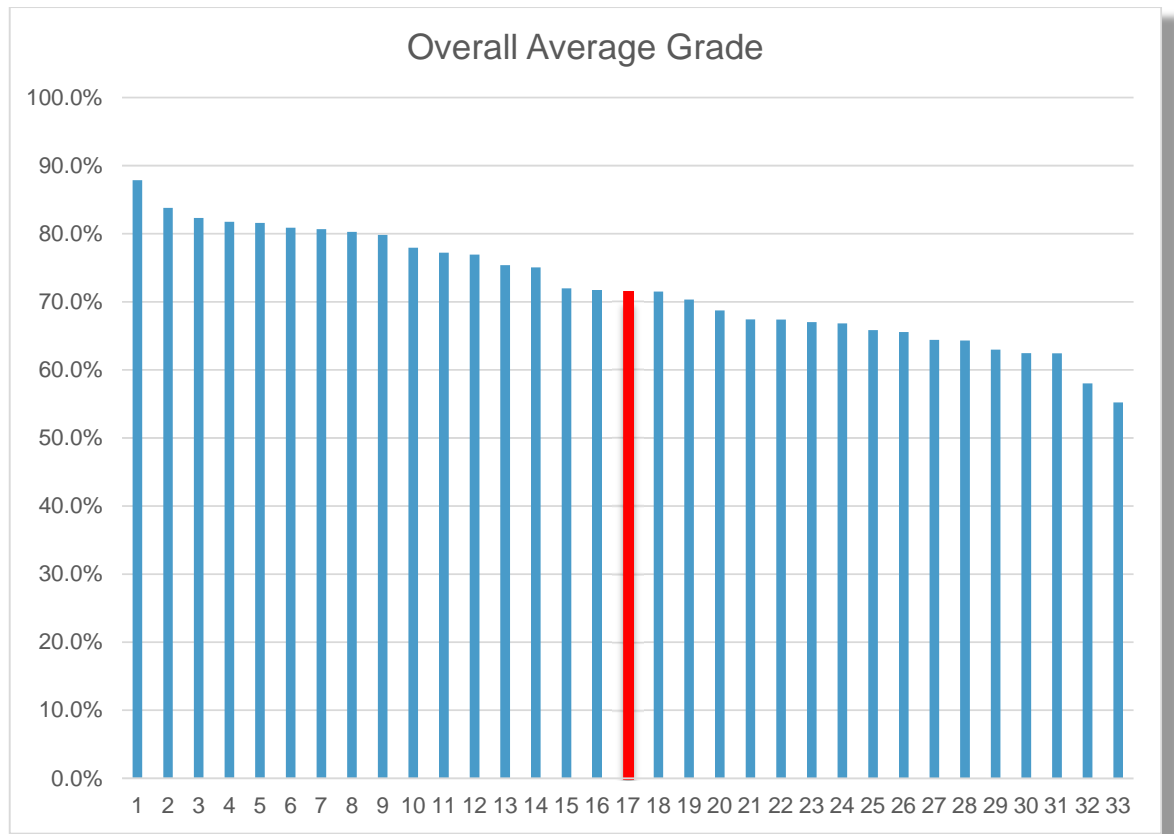


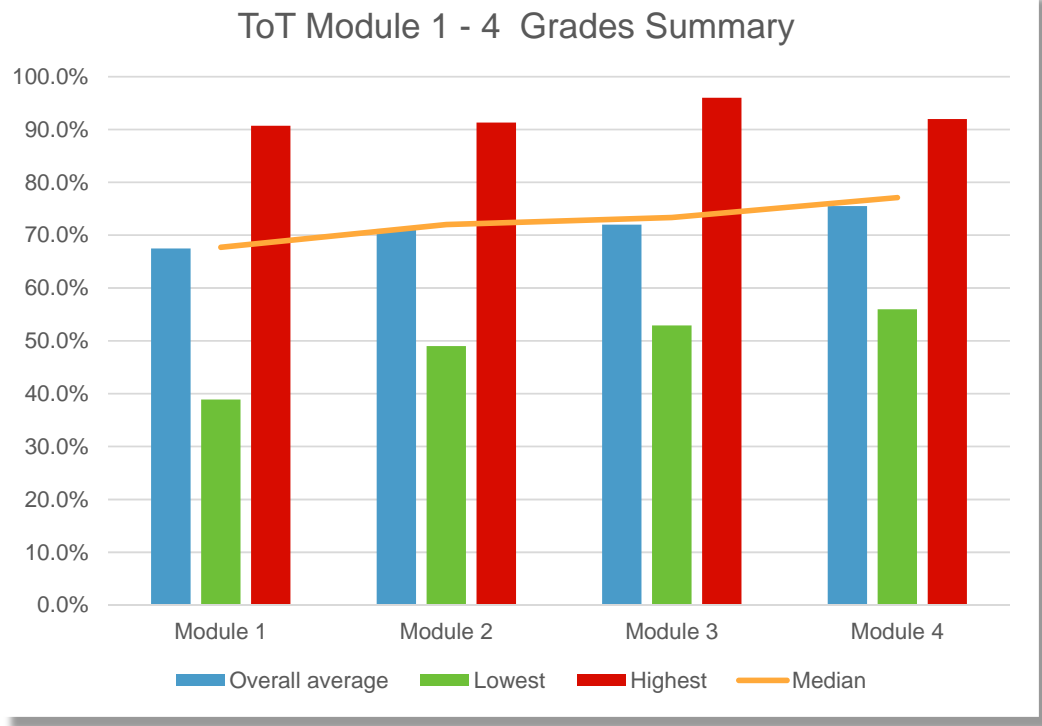
Module 2 assessment test

Anonymised results were used to discuss the performance of the participants and the average, highest and lowest marks. For each of these test review sessions, the participants were reminded

that this was an essential part of analysing the group and individual grades in order to identify any potential problems in individual or group performance.

The following graph presents the individual test results and the overall average for the participants. The results were assigned random participant numbers for the purpose of anonymising the chart. The second chart is just a rundown of the results participants obtained for each module.





The following observations can be made from the results:

- The overall average for the four tests was 72%; thus the targeted average (70-80%) was attained.
- Module 4 had the highest average (75.5%).
- Module 1 had the lowest average (67.5%).
- The lowest score in all tests was 38.9% for module 1 and this was attributed to the participant not being ready to take the test on the day. For module 2, he scored 72.3%, module 3 he scored 69.8%, and module 4 he scored 86.3%.

Module opinion questionnaires

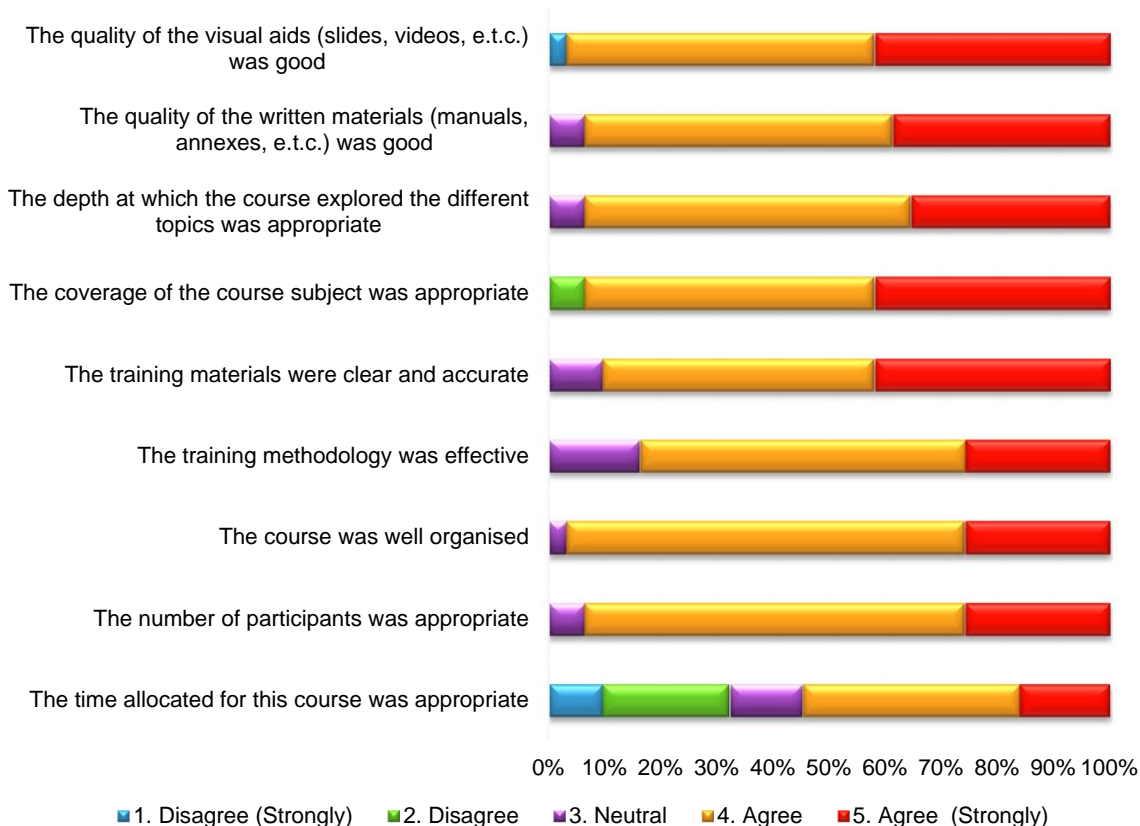
The participants completed a Module Opinion Questionnaire (MOQ) on the TFT platform electronically for each module prior to taking the test. The MOQs aimed to collect feedback on the delivery of the workshop and to also solicit input that could be used to improve the training material. This was more pertinent to Module 5 that had been revised extensively prior to the workshop and the “Sunday Port” Company Financial Accounts group exercise that was completely new to the programme.

The participants were asked to evaluate five aspects of each module: subject clarity, the relevance of the material with regard to the job requirements of a port manager, the practicality of the exercises, the interest and clarity of the teaching aids and the degree to which the teaching objectives were met. For each of these aspects, the participants were asked to state whether they "strongly agreed", "agreed", "neither agreed nor disagreed", "disagree" or "strongly disagree".

The participants were also asked to evaluate the workshop as a whole reviewing the appropriateness of the duration, size of the group, course organization, training methodology, clarity of materials and coverage of the content, and the quality of the materials and the visual aids that were used.

The following chart represents the Final Evaluation positive feedback that we obtained from the participants on almost all the questions that were asked. A detailed chart of this Final Evaluation is available in Annex 7.

Overall Workshop Evaluation



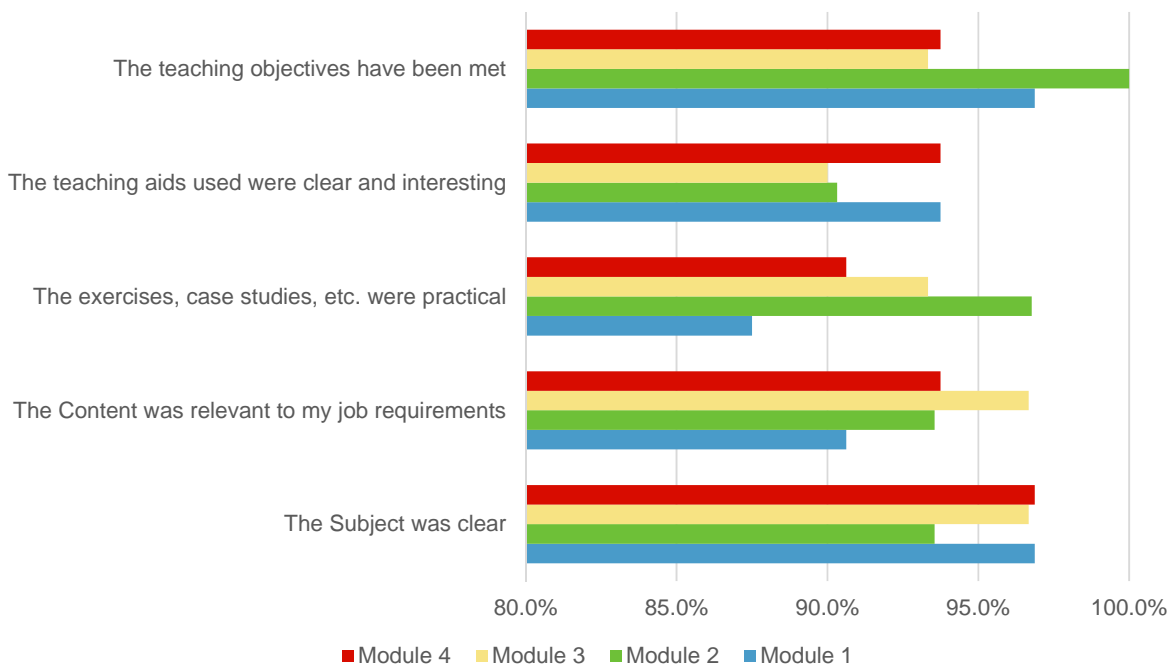
The following observations can be made from the Overall Workshop Evaluation (OWE).

- More than 75% of the participants believed the workshop was well organized with an appropriate number of participants and that the quality of visual aids was good. This result reflects the comments that were made on the MOQs and during the round table discussion regarding the organization of the workshop.
- Over 80% of the participants agreed that the training methodology was effective, the training material was clear and accurate, the coverage of the course subject was appropriate and that the quality of the written materials (manuals, annexes, etc.) was good.
- 95% of the participants agreed or strongly agreed that the depth at which the course explored the different topics was appropriate.

- Time allocation for the workshop with the lowest positive score at 53%, is in line with several comments that we received in some of the MoQs and in the OWE. While aware of this challenge, it is also challenging to balance extended periods away from the office for senior managers and the fact that part of the aim of the ToT is not to teach them concepts that at their level they should already be aware of but rather to serve as a refresher and to orient them to what their middle and junior manager will be learning when they participate in the full length programme.

On a module by module basis, an average of at least 90% of the participants responded positively that the training was relevant and well delivered. Participants accepted that teaching objectives were met with the use of appropriate aids, making the subject clear and overall over 90% relevant to the work scenarios of the participants. While the exercises and case studies were well received by the participants, there was sentiments that these cases didn't reflect always the situation of the member ports thus agreed to about 87%. Represented in the graph below, the results can be summaries as;

Participants sentiments on the Module Deliveries



The following observations can be made from the table above:

- The subject was clear to the participants throughout the course with over 93% in agreement for each module. This would be expected as the cohort consisted of senior managers.
- For all four modules, the lowest ranked result of 87.5% was attributed to the question on whether the teaching aids used were clear and interesting and this

could be explained by the comments which requested that the aids should be a mix that also incorporates examples from the beneficiaries' countries/regions.

The comments that appeared most frequently on the MOQs were the following:

- The participants requested that more time be allotted for the programme as it was very intense hence they did not have much time to read through and learn the material. Several suggested that eLearning prior to arriving to the Face to Face sessions could also be very helpful.
- The participants requested more case studies and examples, in particular from ports in developing countries.
- The participants requested that more time be allotted specifically for discussion.

A more detailed breakdown of the MOQ results, including the specific comments from the participants, can be found in Annex 6.

V. Port Visit and Cultural Activities



Upper Deck of No. 5 two-tier RoRo ramp Dublin Port

DPC organized a port visit where the facilities that were being discussed during the modules by the DPC trainers were demonstrated to the participants and they were allowed to ask questions and to relate their own scenarios with 2 senior port experts that were in attendance. Keen interest was taken on the multi-tier Ro-Ro ramps and the nature/wildlife and anti-pollution techniques that DPC employ to meet the Corporate Social Responsibility and the Environmental protection requirements.

Afterwards, the participants were treated with a visit to the National Stud in Co Kildare where participants were given a guided tour and explanation of the championship horse breeding programme and had a visit of stables of famed stallions including the Invincible Spirit. Afterwards, the participants had the opportunity to spend some time visiting the Japanese Gardens adjacent to the National Stud and later they were given a chance to do some shopping in nearby Kildare Village Outlet before returning by coach to Dublin.

VI. Round Table



Round table in Port Centre



BBQ Day in Port Centre

A Round Table session was conducted on Friday morning, 03 June 2016 at the DPC Training Centre to discuss the results of the workshop, taking into consideration the feedback provided on the Final Evaluation and MOQs. The round table also provided the opportunity hear from member ports about their programme implementation progress, success stories and challenges and to try to find some common solutions if possible. Newcomers and Returning Ports also had an opportunity to introduce their own ports and provide highlights on their current work with regards to capacity building and their impression of the PMP.



Mr Roy representing Paradip Port Trust during the round table session



Mr. Wordi representing GPHA, Ghana.



Ms. Chey representing SPA, Cambodia, in conversation with Mr. Assaf of UNCTAD.



Mr Mokhlas representing PKA, Malaysia.

VII. Closing Ceremony

The Closing Ceremony of the workshop took place on Friday, 03 June 2016, from 15:45 to 16:45 in the training centre of the DPC Port Centre. It was attended by:

- Deputy Eoghan Murphy TD, Minister of State for Financial Services, eGovernment and Public Procurement.
- Ms. Immaculate Wambua, Charge d' Affaires a.i. of the Embassy of Kenya in Ireland.
- Mr. Pat Ward, Head of Corporate Services, DPC
- Mr. John Moore, Director, DPC
- Mr. Mark Assaf, Chief, HRD Section / TrainForTrade, UNCTAD
- Dr. Joe Hiney, Non-Executive Director, Port of Drogheda
- UNCTAD / TrainForTrade representatives
- DPC Senior Managers and staff members
- The participants from Asia and Africa
- Mr. Gerald Deegan, Former Operations Manager of Container Terminal Services, Port of Cork Company

Mr. John Moore was the Master of Ceremonies and Mr. Pat Ward, Mr. Eoghan Murphy TD and Mr. Assaf gave closing speeches and Captain Rodien Paca spoke on behalf of the participants. Mr. Moore in his brief remarks acknowledged the presence of the Minister and Ms. Wambua at the ceremony and expresses his gratitude for the positive attitude that the participants demonstrated regardless of the heavy workload.

Mr. Ward representing DPC congratulated the participants in completing the training successfully. He noted his appreciation for the participation of the group of participants at the Cruise Europe and ESPO conferences and the Admiral's Ball. While thanking all DPC staff involved in planning the ToT 2016, he also affirmed DPC's commitment to supporting the UNCTAD Modern Port Management Programme into the future.

Minister of State Eoghan Murphy said he was delighted to have been invited to the closing ceremony of the ToT and was honoured to present the certificates to the participants. He was pleased that Ireland and Dublin Port in particular is involved with such a diverse group of senior port officials taking part in a training activity that Irish Aid holds in such high esteem. He stressed Irish Aid's deep commitment to learning and capacity building in developing countries and acknowledged the importance of the Port Management Programme in that regard. In sharing his own historic ties to ports as one born and raised near Dublin port, he encouraged the participants and UNCTAD to help government officials and others in their own countries to understand this importance and to hold ports as key facilitators of economic development in the countries. He referenced the fact that how, through knowledge sharing, solutions can be found that help not just ports but the communities near the port to enhance their tourism profiles such as is happening in Dublin City with the increasing level of cruise tourism and other initiatives. He expressed the desire of Ireland to continue to support programmes such as the UNCTAD/TrainForTrade Port Management Programme and thanked all the participants for attending the workshop and hoping that they had enjoyed their stay in Dublin.

On behalf of all the participants, Mr. Paca Rodien expressed gratitude to the instructors and Irish Aid for hosting the workshop and to UNCTAD for developing the Port Training Program and especially the DPC for the hospitality during the workshop in Dublin, Ireland and for providing all participants with access to the ESPO 2016 Conference and Cruise Europe 2016 conference. He also noted that all of the participants had thoroughly enjoyed the evening of The Admiral's Ball in the Round Room of the Mansion House and thanked DPC and Pat Ward for everything.

The ceremony and workshop ended with Minister Murphy awarding the certificates to the participants.



Deputy Eoghan Murphy TD addressing participants during the closing ceremony



Mr. Ward addressing participants during the closing ceremony



Minister Murphy TD presenting certificates to participants. In pictures, Mr. Bortey (above), Ms. Abohw (below left), and Ms. Calderon (below right)



VIII. Conclusion

The Training of Trainers workshop was concluded successfully and thanks to DPC, Irish Aid and the other port partners of Ireland and Northern Ireland and the National College of Ireland, and other players from Dublin port community, the organization and delivery of the workshop was excellent and well received by the participants. The overall satisfaction rate is of 94% while the indicator of performance (score) is of 72%.



Minister of State Eoghan Murphy T.D. with the participants enjoying a reception on board the Jean de la Lune which was in Dublin Port for the River Festival 2016

Annex 1: Workshop Background

I. Background

Based on the Dublin Declaration (June 2007) adopted by 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), the UNCTAD's English-speaking Network of Ports has been implemented by the following members:

- Kuantan Port Consortium (KPC) - Malaysia
- Maldives Port Limited (MPL) - Maldives
- Namibian Ports Authority (NAMPORT) - Namibia
- Tanzania Ports Authority (TPA) - Tanzania
- Ghana Ports and Harbours Authority (GPHA) - Ghana
- Indonesia Port Corporation (IPC), Jakarta - Indonesia
- PT Pelabuhan Persero I (Pelindo I), Medan - Indonesia
- PT Pelabuhan Persero III (Pelindo III), Surabaya - Indonesia
- PT Pelabuhan Persero IV (Pelindo IV), Makassar - Indonesia
- Philippine Ports Authority (PPA) - Philippines
- Cebu Ports Authority (CPA) - Philippines
- Nigerian Ports Authority (NPA) - Nigeria

II. Objective, Dates and Working Language

In the framework of UNCTAD's English-speaking Network of Ports a series of events will be organised in relation to the main thematic of "Modern Port Management".

The training of trainers sessions, conferences, technical port visit and Coordination Meeting of the Port Training Programme will take place from 24 May to 3 June 2016 at various locations in Dublin, Republic of Ireland.

The working language will be English.

III. Training of Trainers Workshop Modules 1 to 4

The two main objectives are:

1) To train senior and executive managers from the port communities with the knowledge and skills to deliver the "Modern Port Management" course of UNCTAD's Port Training Programme.

At the end of the workshop, the participants will be able to:

- Assess the current and future role of a commercial port
- Define the port users requirements
- Master the daily tasks of port management
- Contribute to the improvement of port efficiency
- Describe the role and functions of an innovative port that integrates the future needs of the Port Community.

2) To develop a framework for the replication of the training in the port communities of the beneficiary countries. At the end of this workshop, the senior manager will have the skills and knowledge to serve as trainers in their own countries; they will be able to use the pedagogical material of UNCTAD Port Training Programme to replicate the training at the national level for the benefit of middle managers from their own port community.

The session moderated by the port partners from Ireland and Northern Ireland will be organised around 4 main themes:

1. International Trade and Transport 1.1 Relationship between ports and shippers 1.2 Relationship between ports and shipping companies	2. The Organisation of a Port System 2.1 The role of a port 2.2 Port Organisation at the national and local level
3. The Functioning of a Port System 3.1 Services rendered to the ship 3.2 Services rendered to the goods	4. Future Challenges of a Port 4.1 The new competitive advantage of the port 4.2 The new social stability 4.3 Health and safety in the ports 4.4 The protection of the environment 4.5 Quality management

Delegates from the member countries of the UNCTAD Port Network will be invited to participate in the debates and present the situation in their own port communities to facilitate exchange of experiences relating to each of the subjects.

IV. Technical Visit of the Port of Dublin

A dedicated technical visit of the port facilities of Dublin will be organised by Dublin Port Company for the delegates of the Port Network in order to receive a comprehensive view of the importance of the Port of Dublin to the Irish economy.

Indeed, being an island, Ireland's only way of trading is through seaports and airports. Irish seaports handle 99.5% of Irish foreign trade (by volume). 90% of Ireland's GDP is exported, and 42% of it through Dublin Port. Dublin Port is the second biggest industrial estate in Ireland with 4,000 people employed in the Port area. Dublin Port also handles over 1.76 million tourists through the ferry companies operating at the port and through the cruise vessels calling to the port.

V. Coordination Meeting of the Port Training Programme (PTP)

The 2016 Coordination Meeting of the PTP will also be organised during the same period, in order for the members of the UNCTAD Port Network to exchange good practices and lessons learned and define future action plans. Delegates from the port communities will be presenting the main results achieved during their last cycle 2015-2016 based on a SWOT analysis.

The action plan for 2016-2017 will be drafted and adopted by the members, port partners and UNCTAD during the plenary session.

VI. Side Events

The delegates of UNCTAD Port Network will have the opportunity to take part in specific sessions of the two prestigious conferences hosted by the Dublin Port Company:

1) Cruise Europe 2016 Conference (to be held at the Gibson Hotel)

Cruise Europe, an organisation representing 120 ports and associate members on the continent, is to hold its annual three-day conference in Dublin in June 2016. The conference represents an opportunity for delegates to nurture long-term relationships, discuss and debate operational issues, regulatory policies, and explore new ventures and markets. The conference will bring together all the cruise ports of Europe and the key decision makers from the cruise line companies, whose roles are to plan the itineraries of the cruise ships. For more information:

<http://www.imdo.ie/home/site-area/news-events/industry-headlines/cruise-europe-2016-be-held-dublin>

<http://www.irishexaminer.com/ireland/cruise-liner-event-to-be-held-in-dublin-376699.html>

2) ESPO 2016 Conference (to be held at the Dublin Castle)

- The 13th annual conference of the European Sea Ports Organisation (ESPO) will look into ways to improve the efficiency of maritime transport and ports, from different angles: How to remove the remaining barriers in maritime transport? How to set the digital agenda for ports? How can ports benefit from new trade agreements? For more information: <http://www.espo.be/>

VII. Delegates

UNCTAD will select maximum 30 delegates from the candidates proposed by the invited port members of the Port Network. Selected delegates must commit to fully participate in all future programme-related activities held in their respective countries.

Delegates are encouraged to take a pro-active role in the workshop by contributing to the presentations of specific segments related to their expertise and the corresponding subjects. We invite those interested to communicate directly with us on the subject they would like to cover.

Target group: Senior Managers (of departments related to port activities – commercial, technical, administrative, economic, customs, etc.) with a solid academic background and a minimum of 6 years of sound experience in the port community. Competence in the English language and familiarity with the Internet is required.

The selected delegates must agree to participate in the whole duration of the events (10 days on a full-time basis), comply with the schedule and internal organizational rules of the programme.

VIII. Organization

The meeting is organized by UNCTAD and the Dublin Port Company (DPC), in cooperation with the Port of Cork Company (PoCC), Shannon Foynes Port Company, Belfast Harbour Commissioners (BHC), and with the support of Irish Aid. All queries concerning the organization of this event should be addressed to:

Mr. Pat Ward
Head Corporate Services
Dublin Port Company
Port Centre, Alexandra Road
Dublin, Republic of Ireland

Tel: + 353 1 887 6000
Fax: + 353 1 855 7400
Email: pward@dublinport.ie

Cc: Mr. John Moore

Cell: +353 87 220 8178
Email: jmoore@dublinport.ie

And

Mr. Mark Assaf
Chief, Human Resources Development
Section TrainForTrade
UNCTAD
Palais des Nations, CH – 1211 Geneva 10,
Switzerland
Please copy any correspondence to:

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Email : mark.assaf@unctad.org

Mr. Aylwin Zabula

Email: aylwin.zabula@unctad.org
Tel: +41 22 917 5306

Ms. Debbie Francisco

Email: debbie.francisco@unctad.org
Tel: +41 22 917 5796

IX. Administrative and financial arrangements

UNCTAD and Dublin Port Company (DPC) will be responsible for the preparation and organization of this event. However, each participant's company will be responsible for covering all personal expenses incurred by its participant(s), such as:

- Travel expenses and daily subsistence allowances
- Personal expenses in the country of departure prior to travel
- The payment of all indemnities owed to the participant during his/her stay in Ireland

The organizing parties, i.e. the United Nations, Dublin Port Company (DPC) will not be held liable for the payment of the following:

- Exceptional expenses incurred by the participants during the meeting – even unexpected – such as travel, illness, accidents, dentistry or hospital costs
- Payment of indemnity in case of death or injury occurring during, or related to, the attendance of any part of the workshop

- Payment of indemnity for the loss or damage of personal effects
- Ad hoc expenses of a personal nature, such as drinks, personal services or telephone charges
- Travel insurance

The event coordinators request that **each participant be fully insured** to cover any hazard related to their travel and their participation in the meeting. All participants shall refrain from engaging in any political, business-related, or illicit activities during the conference.

9.1 Visa

Each participant is responsible for obtaining the necessary visa for legal entry and stay in Ireland for the duration of the meeting. In case of difficulty in obtaining the proper visa, please contact the **UNDP Resident Representative** in your respective country. All visa fees are to be paid by the participating organizations. As a reminder, **Ireland is NOT** part of the Schengen countries. A specific visa for Ireland is needed. **Be aware of TRANSIT visa procedures** during your journey to Ireland. Ask for information from your travel agent and/or Irish representatives in your country. You can also consult the Department of Foreign Affairs of Ireland website for detailed information regarding visa procedures:

<http://www.dfa.ie/home/index.aspx?id=8605>
<http://foreignaffairs.gov.ie/home/index.aspx?id=285#I>
<http://www.inis.gov.ie/>

Kindly make your visa request (fill in the correct forms and pay all fees) well in advance, as it can be a lengthy procedure depending on the participant's country of origin.

9.2 Medical Regulation

All medical fees are the responsibility of the participating organizations. All participants are required to ensure that their international health certificate is valid vis-à-vis the current rules and regulations in effect in Ireland.

9.3 Registration and selection of participants

The attached registration form of those selected by their respective authorities to attend this event should be sent by fax or email to:

Ms. Debbie Francisco
 Fax: +41 22 9170050
 Email: debbie.francisco@unctad.org
 cc: mark.assaf@unctad.org,

The deadline for receiving the registration form is **29 February 2016**. To be valid, these documents must bear the approval of the relevant authority. Selected participants will be informed after completion of the selection process.

9.4 Arrival to and departure from Dublin

Selected candidates will receive confirmation of their registration by fax or email. Please make sure that travel from Dublin back to the respective home countries is not scheduled before the end of the event, as we require full attendance by all participants.

9.5 Accommodation

You may find the following accommodation in Dublin:

<http://www.visitdublin.com/Accommodation>

<http://www.hostels.com>

Please Note:

Due to hotel policies, rooms are to be booked and paid for directly by the participants. Participants will be responsible for their own daily transport to and from the workshop. It is therefore preferable to book a hotel within walking distance of the workshop venue. For public transport, take the Luas (www.luas.ie), Dublin's light rail train system. The Luas Stop for the Port is "The Point". This stop is often referred to as "02". The Port Offices are across the road from "The Point" (or "The 02") Luas stop (about a five-minute walk). You can see the building when you exit the Luas.

To calculate and see the distance between the workshop venue and your hotel, you can use the "Get directions"-function by clicking on the button in Google maps on the left of the screen. https://maps.google.ch/maps?oe=utf-8&client=firefox-a&ie=UTF-8&q=Dublin+Port+Company&fb=1&gl=ch&hq=dublin+port+company&cid=0,0,16903975856678280031&ei=pFU4Us_4MtCv7AaZ6IHQA&ved=0CJABEPwSMA4)

REGISTRATION

UNCTAD ENGLISH-SPEAKING NETWORK OF PORTS

Dublin, Republic of Ireland (24 May - 3 June 2016)

DEADLINE TO RECEIVE REGISTRATION FORMS: 11 March 2016

To register, please visit:

<http://hrd.unctad.org/courses> (use the access code: tot2016)

Please enter a correct and functioning email address as the confirmation letter will be sent to the email you indicated in the registration form. Please ensure that all the details you input are correct.

To complete the registration, print out the registration form, sign and send them via email or fax to:

Mr. Mark Assaf
Chief, HRD Section-TrainForTrade
UNCTAD, Palais des Nations
CH-1211 Geneva 10, Switzerland
Fax: +41 22 917 0050
Tel.: +41 22 917 5481
E-mail: mark.assaf@unctad.org
(cc. E-Mail: Debbie.francisco@unctad.org)

The deadline for receiving the registration form is **29 February 2016**. **The participants must receive the approval of the relevant authority for the registration.** Selected participants will be informed at the completion of the selection process. We encourage the participation of women.

A letter of invitation will be sent by UNCTAD to confirm the participation in the event and could be used as supporting documentation for visa request.

Annex 2: Final Timetable



UNCTAD TRAINFORTRADE PORT TRAINING PROGRAMME: TRAINING OF TRAINERS WORKSHOP
ENGLISH-SPEAKING NETWORK
TIMETABLE: MODULE 1 TO 4 "MODERN PORT MANAGEMENT": 24 May-3 June 2016 (Dublin, Ireland)

Organized by UNCTAD and Dublin Port Company

in cooperation with the Port of Cork Company, Shannon Foynes Port Company, Belfast Harbour Commissioners, and with the support of Irish Aid



	Tuesday 24 May 2016 (Dublin Port Company - Port Centre)	Wednesday 25 May 2016 (National College of Ireland)
	Module 1: International Trade and Transport	Module 1: International Trade and Transport
09.00-10.15	Registration. Opening. Group Photo. Round table presentations. Dublin Port Company representative Maureen O'Sullivan, TD Geneviève Féraud, UNCTAD. Lucy McCaffrey Chairperson DPC	Section 4: Rules, procedures and documents of international trade and transport: Documents Joe Dowling Hamilton Shipping
10.15-10.45: Break		
10.45-12.15	Port Training Programme overview Mark Assaf - Aylwin Zabula	Section 4 Rules, procedures and documents of international trade and transport: Conventions Helen Noble Shipping Law
12.15-13.15: Lunch	Transfer to National College of Ireland after lunch	
13.15-14.45	<u>Sub-Module 1A</u> : The relationship between ports and shippers Section 1: Recent evolutions in international trade and transport Section 2: International organizations and regional trade agreements Mark Assaf	<u>Sub-Module 1B</u> : Relationship between ports and shipping companies Section 1: The evolution of ships and containers Section 2: World fleet growth Capt. Fergus Britton /DPC
14.45-15.00: Break		
15.00-16.30	Section 3: Organization and strategies in sea transport (M1B!) Liam Lacey IMDO Section 4: Prominent role of freight forwarders and multimodal transport operators - Richard Archer Samskip	Section 3: International strategies of firms and the transport policy of shippers (M1A!) - Gerard Deegan
16.30-17.00	Presentation of Group Exercise n°1 Designating groups and spokespersons Aylwin Zabula	Group work

	Thursday 26 May 2016 (National College of Ireland)	Friday 27 May 2016 (National College of Ireland)
	Module 2: The Organisation of a Port System	Module 3: The Functioning of a Port System
09.00-10.15	Introduction to learn.unctad.org platform Test online Module 1 Module Opinion Questionnaire (MOQ) 1 online Aylwin Zabula	Test online Module 2 Module Opinion Questionnaire (MOQ) 2 online Aylwin Zabula
10.15-10.45	BREAK	
10.45-12.15	<u>Sub-Module 2A</u> : The role of a port Section 1: Definitions and classifications of ports Eamon McElroy /DPC	Section 1: Services rendered to the ship Capt. Martin Donnelly Drogheda Port Company
12.15-13.15	LUNCH	
13.15-14.45	Section 2: Objectives and mission of a commercial port Eamonn O'Reilly /DPC	Section 2: Services rendered to the goods 2.1. Cargo handling 2.2 Storage of the goods Alec Colvin / DFT
14.45-15.00	BREAK	
15.00-16.30	<u>Sub-Module 2B</u> : Port Organisation at the national and local level Section 1: Port organisation at the national scale Section 2: Local port organization Capt. Paul O'Regan /PoCC	2.3 Other added value activities of the port Joe O'Neill /BHC
16.30-17.00	Group work	

Saturday 28 May 2016	Sunday 29 May 2016
10.00-16.00: Technical visit of the Port of Dublin & scenic tour Charlie Murphy & John Moore	Free time

	Monday 30 May 2016 (National College of Ireland)	Tuesday 31 May 2016 (National College of Ireland)
	Module 4: Future Challenges of a Port	Module 4: Future Challenges of a Port
09.00-10.15	Test online Module 3 Module Opinion Questionnaire (MOQ) 3 online	<u>Sub-Module 4D</u> : The protection of the environment Ciaran Callan /DPC
10.15-10.45:	BREAK	
10.45-12.15	<u>Sub-Module 4A</u> : The new competitive advantage of the port John Moore /DPC	<u>Sub-Module 4E</u> : Quality management Dave Jones /SFPC
12.15-13.15:	LUNCH	
13.15-14.45	<u>Sub-Module 4B</u> : The new social stability Pat Ward, Charlie Murphy/DPC	Group Exercise n°1: Presentations of the results by Groups Aylwin Zabula
14.45-15.00:	BREAK	
15.00-16.30	<u>Sub-Module 4C</u> : Health and safety in the ports Joann Salmon /Port of Cork	Group Exercise n°1: Presentations of the results by Groups Aylwin Zabula

	Wednesday 1 June 2016 (National College of Ireland)	Thursday 2 June 2016	Friday 3 June 2016 (Dublin Port Company - Port Centre)
	Module 4: Future Challenges of a Port		Coordination Meeting - The UNCTAD Port Training Programme Network
09.00-10.15	CRUISE EUROPE Conference Gibson Hotel	ESPO Conference Dublin Castle	UNCTAD presentation on the PMP Presentation of the results by port members
10.15-10.45:	BREAK		
10.45-12.15	CRUISE EUROPE Conference Gibson Hotel	ESPO Conference Dublin Castle	Presentations - new ports of HR and training Action plan 2016-2017
12.15-13.15:	LUNCH		
13.15-14.45	Test online Module 4 Module Opinion Questionnaire (MOQ) 4 online Final Questionnaire online	ESPO Conference Dublin Castle	Discussions Final report
14.45-15.00:	BREAK		
15.00-16.30	Workshop evaluation: Round table of comments	ESPO Conference Dublin Castle	Closing ceremony UNCTAD Port Certificates Awards
Night		Admiral's Ball - Formal attire	

Annex 3: Participants

PHILIPPINES (11)



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Annex 4: Instructors (22)

Photos Instructors Training of Trainers Modules 1-4 Dublin 2016

INSTRUCTORS



Ciaran Callan
DPC



Liam Lacey
IMDO



Joe Dowling
Hamilton Shipping



Helen Noble
Noble Shipping Law



Richard Archer
Samskip



Capt. Fergus Britton
DPC



Eamon McElroy
DPC



Eamonn O'Reilly
DPC



Capt. Paul O'Regan
PoCC



Capt. Martin Donnelly
Drogheda Port Company



Alec Colvin
DFT



Bernadette Brazil
DPC



Charlie Murphy
DPC



Pat Ward
DPC



Joann Salmon
Port of Cork Company



Dave Jones
SFPC



Gerard Deegan



John Moore
DPC



Joe Hiney
Drogedha Port



Joe O'Neill
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Mr. Aylwin Zabula
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Ms. Debbie Francisco
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Ms. Farida Kelly
DPC

VIP



Ms. Maureen O'Sullivan, T.D.



Mr. Eoghan Murphy TD,
Minister of State for Financial
Services, eGovernment and
Public Procurement



Ms. Lucy McCaffrey,
Chairperson DPC



H.E. Dr. Hermes Herrera
Hernández, Ambassador of Cuba
in Ireland



Eamonn O'Reilly
CEO, DPC

Annex 5: Individual Test Results

	Grade/10					Grade %
	Module 1	Module 2	Module 3	Module 4	Overall Average	Overall Average
1	9.07	8.27	9.6	8.2	8.79	87.9%
2	8.73	7.93	8.56	8.29	8.38	83.8%
3	7.43	8.47	7.83	9.2	8.23	82.3%
4	6.3	9.13	8.2	9.07	8.18	81.8%
5	8.18	7.67	8.07	8.71	8.16	81.6%
6	8.56	8.1	8	7.7	8.09	80.9%
7	8.78	6.24	8.87	8.38	8.07	80.7%
8	6.81	8.87	9.1	7.33	8.03	80.3%
9	8.89	7.47	7.97	7.6	7.98	79.8%
10	7.51	7.09	7.85	8.73	7.80	78.0%
11	7.88	7.67	8.01	7.33	7.72	77.2%
12	8.98	6.8	7.26	7.73	7.69	76.9%
13	6.4	7.17	7.91	8.67	7.54	75.4%
14	6.69	7.96	7.41	7.96	7.51	75.1%
15	7.45	7.4	7.87	6.07	7.20	72.0%
16	7.07	7.39	6.49	7.72	7.17	71.7%
17	4.95	8.53	8.25	6.88	7.15	71.5%
18	5.87	5.63	8.2	8.43	7.03	70.3%
19	6.23	7.76	6.63	6.87	6.87	68.7%
20	6.07	6.13	6.67	8.1	6.74	67.4%
21	7.67	6.52	6.94	5.83	6.74	67.4%
22	6.73	5.8	6.58	7.69	6.70	67.0%
23	3.89	7.23	6.98	8.63	6.68	66.8%
24	4.95	6.63	5.72	9.03	6.58	65.8%
25	6.07	6.87	6.69	6.6	6.56	65.6%
26	5.97	8.12	6.08	5.6	6.44	64.4%
27	7.06	6.5	6.54	5.62	6.43	64.3%
28	5.51	6.22	5.29	8.17	6.30	63.0%
29	4.76	6.22	6.42	7.58	6.25	62.5%
30	6.96	6.2	5.33	6.48	6.24	62.4%
31	5.31	6.02	5.8	6.07	5.80	58.0%
32	5.58	4.9	5.63	5.98	5.52	55.2%
Overall average	67.5%	71.2%	72.0%	75.5%	72.0%	72.0%
Lowest	38.9%	49.0%	52.9%	56.0%	55.2%	55.2%
Highest	90.7%	91.3%	96.0%	92.0%	87.9%	87.9%
Median	67.7%	72.0%	73.4%	77.1%	71.6%	71.6%

Annex 6: Module Opinion Questionnaire Results (per module)

Module 1

Dublin, Ireland (32 MOQs received)	Date: 26/05/2016
Course: Modern Port Management ToT	Module N°:1
<p>6. What did you like <u>most</u> in the subject covered, and why?</p> <ul style="list-style-type: none"> • The data presented from the UNCTAD especially the trading statistics in the point view of the world. • International trade and transport. Because it shows how the two systems are positively related. • Liked all the subjects, most of all, the subject on relationship between ports and shipping companies • I liked the topics discussed by Mark Assaf they were clearly explained regarding the globalization and also the trade agreements that are very important with respect to seaborne trade. • The regional Trade Agreements. 2. Globalisation. In an effort strike trade deals with many countries the spaghetti effect results creating a confusing mesh. Globalisation makes you feel a part of the world port community whose action could affect outcome in another country. • The subjects are relevant to my job as Port Manager. The information presented are updated and I learn plenty new information. • international transport, because its open wide my point of view how my port become one of key change of globalization • Sub-Module 1B: Relationship between ports and shipping companies under Section 1: The evolution of ships and containers because give me a lot knowledge about ships and containers evolution in the future. • It was a blend of factual information along with the practical experiences of people involved in the various facets of Port Operations and management. • Recent Evolution in International Trade and Transport provides a very broad insight regarding what happen lately in the worldwide economic progress. • Strategic Port Management. We are able to open up our perspectives from a shipper's point of view, and port operator's point of view. These ideas help us raise our productivity and improve our own economy. • Understanding of the picture of the maritime business. • The depth of experience shared by the resource persons was refreshing • Strategies in Sea Transport. - The topic highlighted the role of Freight Forwarders and multimodalism in the whole logistics chain. • What I like most is about the evolution of globalization. It helped me understand how trading is being carried on globally and what contributed in the increase of trading around the world. It also came into my knowledge about value term and volume term. It is the population growth and coastal urbanization that contributed in the globalization in the long term. • The topic in INCOTERMS while it is very confusing but very interesting because it is very useful in the day to day operations in commercial trade. Also the topic in 	

globalization which focused on the international integration in commodity, capital and labour markets.

- So far the lecture I like most is the one presented by Joe Dowling on Freight Forwarders, it gave me some things to think about
- Statistical information on global trade and data on ports and shipping. It is important if we need to benchmark where we are against all the big players
- Economic Globalization. The knowledge of the global value chain and the growth of merchandise trade were very insightful
- The INCOTERM. Because this is quite new to me.
- The valuable lecture from different experienced guest speaker. Then the training material and power point presentation.
- The information in the subjects is well updated
- All the subjects covered are very relevant and educative. The resource persons are also fantastic. This course has challenged me to be very conscious of the environment I work and to be interested in what happens around me.
- Sharing session from the related CEO or GM with the subject
- Economic Globalization. The topic gives us the clear idea how important proper port management is and what has to be done by every country to adopt and attune their economic policies and programs with the global demand.
- The development of container ships and container because the feature trend for the transport of general cargo will be in containers and the increasing size of vessels and the advantage or otherwise of increasing size of vessels.
- Relationship between port and shipping and its clients
- Industry knowledge passed to the participants with interactions from the practitioners from real vent sectors
- The module covered very important information that is practical in the industry today.
- Incoterms
- Practical examples of experts operating in the field.

7. What did you like least in the subject covered, and why?

- Less group interaction exercises to share the knowledge from all over the world esp. Africa and Asia.
- No particular dislike but compared to other topics, I liked least the topic on conventions
- Although I understand the reason for examination, one tends not listen to speakers because you want to cover much on your reading. My work did not permit me to read the materials back home.
- * energizer between session for refreshment and relaxing
- The line-up of statistics which I find very confusing. Need more time on the subject matter.
- None but I find the time allocated too short
- I like everything
- The laws governing transport because there are complicated
- There was a disproportionate focus on container traffic that might not be the needs of many ports.
- The laws and codes are not updated and not in tuned with present condition of global trade.
- What I like the least is about vessel type simply because I am knowledgeable already

- Some of the data is outdated, there is need to have more recent information moving forward.
- Short time given to absorb the information of the subject covered for the examinations.
- All the topics are very relevant but maybe just a more comprehensive explanation.
- Everything was okay
- The International Conventions. There are plenty of data's that should be considered.
- Evolution in Ship especially the very old one which sometime not so related with nowadays business.
- Some presentations were made in a rush. One presentation was made in a word document and many people were sleeping
- The speed of delivery is rather high
- None (x10)

8. How could the delivery of this subject be improved?

- Maybe what I can say is a little bit louder for other resource speaker
- More practical/ case studies will be very helpful for the participants as it offers various strategies in solving issues.
- Everything is good for now (x3).
- A more balanced focus on different strategies that need to be put in place by ports serving different traffic flows rather than drawing disproportionately from the Irish experience.
- Give it more time of delivery (x6)
- Too fast for me.
- None.
- It can be improved by making more interactive groups and presentations. I also suggest platform discussions shall be deliberately to be used. We should more input from the participants.
- Actually all subjects don't need improvement
- As participant I wish to keep in touch after this program from my country and need to access to this material even after the training.
- Topics very informative however, there is a tendency to rush through the subjects so as to cover the material. Increase of time to ensure more coverage of the material and discussion.
- Exercises to solve port problems among the groups. Clear program flowchart and content study guide that is relevant to basic port operations and decisions making.
- Take more practical study in ports, benchmarking to other European ports, such as port of Rotterdam
- The delivery of subjects in now ok. More presentations should be provided to be able to view the actual scenario of every topic. Improvement of audio and sounds is needed.
- Subject is already perfect as is.
- By inviting more country port community to become members.
- Let the coordinators of this programme never relent on their efforts. I appreciate what they are doing.
- Early release of the module materials or subject matter be presented earlier to give more time to absorb.
- By giving examples or actual experiences on your country or your present job.
- Getting resource persons that is very knowledgeable on the subject matter.
- using fun learning, simulations or adult learning

- PowerPoint presentation with a good colourful designs will do
- Personally, I cannot ask for more. But in giving examples, I think it would go a long way if examples given were in the context of participants

Module 2

Dublin, Ireland (31 MOQs received)	Date: 27/05/2016
Course : Modern Port Management ToT	Module N°:2
<p>. What did you like <u>most</u> in the subject covered, and why?</p> <ul style="list-style-type: none"> • What interests me on this module is how other countries perceived their ports. • The role of Ports: It gives vivid explanation of roles played by ports in the local as well as the worldwide economies. • The topics give comprehensive thorough knowledge on the basic port development and classification. • The subject on port-city relationship presented by the CEO of Dublin Port Company as it is very relevant to the current situation of our port. • I learn more about technical description of ports also the lecture on the experiences of Dublin Port was informative. • Sharing session from Dublin port for explaining the module 2 about the role of s port; Mission, Vision and objective of a commercial port. • The presentation by the DPC-CEO is very insightful. • What I like most in the subject is the classification of ports. We do not just construct a port without knowing and maximizing its purpose because construction and operation of ports entails very huge money which can topple or down an economy of a country. Hence it is very much important to plan and classify every port construction. • The subject dwelt very well with the current affairs of the sector siting examples from Dublin Port • The general understanding that basically all ports operate based on standard practices and there is acceptance for the processes regardless of the country or the nature of port • Cargo handling equipment. It was easy to understand. • It defines the new generation of ports and model ports. • Port privatisation, cause in Indonesia there was an Act called, Shipping Act declared in 2008 that demanding the privatisation of the port, and my company was driven to become a private company, although it's still a state owned company, so face a really big changes in running a port that hopefully will fulfil what the nation wants • About the function of the ports. Its relevance and importance to the present situation. Efficiency of port operations in transit of goods are critical in order to compete or even survive. An increase by 1 dollar in revenue will result to 100 dollar increase in the economy while an increase in 1 million MT output would mean 3,000 jobs created. • Very detailed, practical and relevant • The examples given were very practical thus offering good insights to handling a number of issues that face the port industry. • Presentation delivered by the CEO of DPC is very much pertinent for a growing port. • Definitions and Classification of Ports: Give me a knowledge about the Dublin Port in term of Engineering scope. • All my questions about dredging process have finally been answered. • Classification of Ports because it is very apt to country experience. • The development of ports in terms of 1st, 2nd, 3rd and 4th generation. 	

- Definitions and classification of ports because its broaden my knowledge about how the ports can be classified. It is not straight but it gives the idea.
- International logistic transport chain because it's the trend of times.
- It gave an overall perspective on not only the port functions and organisation but also the underlying theme and interests that drive the evolution of these processes.
- All the Resource Persons are masters of their fields.
- The engagement of industry experts makes the programme practical (less abstract).
- What I like most is about the three types of break water which is rubble mound, vertical and mixed break water because we could apply the design in our country
- Objective and mission of a port have provided the very basic of why a port establish and what are its main goal.
- Since it deals more on technical aspect of ports - knowledge on engineering side is a welcome information
- The role of ports
- I liked most is the presentation of the different kinds of ports and equipment serving different kinds of cargoes and also on the engineering works.

7. What did you like least in the subject covered, and why?

- Some of the economic and pricing models maybe different in our country. The suppliers or service providers of port constructions differ from one port to another.
- the speed of delivery. Some of these concepts require sufficient time to digest.
- None (x6)
- The rush with which some of the presentations are made due to time constraints. Many portions of their presentations are skipped in effect.
- Less presence of participants from the developed countries
- I liked the subjects covered. Yet, it appears that some terms and/or definitions do not agree with my port language.
- The subjects are okay
- How to design the organizational structure as a consequence of Strategy, Vision, Mission and Organizational Values. And How to measuring Organizational effectiveness or Organizational performance?
- What I like the least is about the types of handling equipment's simply because I have already seen most of the equipment's in our workplace
- Port Management models
- The Engineering subject was a bit hard to understand as I have no background in the area. But it is very interesting to hear about the engineering work!
- There was nothing to dislike
- The organization of port structure is dependent on various things that aren't covered in the module.
- All the topics are interesting but due to lack of time I was not able to fully understand the presentation.
- nothing, it's all has been interesting
- The technical part, which took some time.
- Noting really to speak of.
- Undecided
- Nothing found.
- Probably just about the Local Port Organization topic. The questions raised about our port in the Philippines weren't examined further and wasn't given a solution of the speaker because he was pressed with time during his discussion.
- Computation on the capacity calculation on port, because number is not my forty.
- Port organization on National and local level because of the different interests it tends to be complicated.

- The time allocation for all subjects is too short
- The least is the port management whereby it depends on the system of government and the structure of port authority for the port system to run

8. How could the delivery of this subject be improved?

- Benchmarking and a case study (real case)
 - Perhaps the speaker should have ample time in the delivery of their subject matter. What happens is there are some topics that they need to skip because of time constraint. We find a hard time to catch up
 - So far so good.
 - More on master plan execution and review criteria may be added with time frame.
 - More time should be allocated for the presenters to deliver
 - I would like to recommend that we could be given additional time to be able to digest all presentations
 - By giving extra day to study
 - There is need for more time
 - The delivery is quite interactive the tools used are right for the time
 - A little of time added should be okay
 - The organizers of this programme have done a great job. Let them just keep it up and strive to improve
 - More time for practical examples
 - Research further data for the subject
 - Delivery okay
 - Allocate more time to the presenter so that he can slow down to enable the trainees interact with the trainer effectively.
 - Already satisfactory.
 - A pre-training on line learning discussing the subject matter may be a good start, a distance learning program of a sort may be initiated especially for the fundamental concepts to be imparted to prepare the participants for the actual training.
 - I suggest that two weeks online pre-discussions will be made based in the manual before arriving the actual site for study. In this way, we can interact more ideas between ourselves as students and summarize these ones and we can interact properly with speakers
 - I guess it would be best to proof read module 2? and adopt terms common to participants... simple and consistent definition of terms may be good.
 - It was not the limitation of the presenter. It was due to my lack of knowledge in the area. I now have a better understanding of the engineering work. It is important to understand as my department also overlook the expenditure of the maintenance work.
 - More case study in European ports
 - More time to deliver the module, as now it is just carried out in a single day. More time as Module one (2 days) will help some participants to be more in touch into the module
 - Due to time constraint we find it difficult to keep up the lecture. Recommend that the time be extended a little bit longer.
 - Make it simpler and more interesting
 - Time factor. There was a lot of information to be offered but time was limited.
- Complete the discussions on module topics.

Module 3

Dublin, Ireland (32 MOQs received)	Date: 30/05/2016
Course : Modern Port Management ToT	Module N°:3
<p>6. What did you like <u>most</u> in the subject covered, and why?</p> <ul style="list-style-type: none"> • Services rendered to cargo • About the Belfast harbour (adding value to the port), because Belfast harbour in doing business is slightly different from other ports, and it has been giving me a new point of view to the port business • Handling Operations • What I like most is my understanding about port function and port service because it made me understand well • Depth, clarity and practicality of facilitators and teaching material. • Practical knowledge input for general port operation in a port system. • The lecturers are masters of their subjects • Services rendered to ships. • I really enjoyed section 1 of the module: the services rendered to the ship. It is very informative most especially for our port business involving a lot of Vessel operations for containerized cargos. The section discusses a step by step process by which we can comply with in order to achieve efficiency. • I liked the practicality in the delivery of the material on the slides and the vast knowledge and experience of the presenters • The amount of experience and practical cases cited by the Presenters. • The MOST I like in the subject is the functions of the ports and the importance systematic operation. Also the discussion and presentation of the different equipment to be installed and used during cargo handling operations. • The practical knowledge shared by the experienced guest speaker and lectures on services provided to the ship by port. • the cargo handling section was good especially the emphasis on the cargo handling cycle for the vessel and the quay transfer. • The discussion about value added activities carried out in Belfast Harbour had brought the new dimension of Port Businesses. It was very attractive • General Cargo handling operation cycles: just felt nostalgic because we have concessioner to a private operator." • The principle of cargo handling • Cargo handling operation • I liked most the functions and services being done by the port because this will help me a lot in my actual duties and responsibilities • Practical application as usual. • The big picture of Port Operation, • The Belfast Port, new thing to me. The real Trust Port. • I like the port tour since it cleared all the terms and figures shown in the manual. It gave ideas on things that could be adapted for Philippine settings and possible future infrastructure that could be pursued but with modification for Philippine setting. It gave me ideas on cost since most are technical and my work involves the release of funds for all infrastructure projects. • The case studies gave a great insight to the subjects and provided good learning. • The whole topic of Module 3 which is the function of the port system because it stressed the services for the vessels and goods.it covers from the arrival of the vessel to the port until it departs from the port. It also covers the total integrated logistic chain system. • It defines clearly the cargo handling types. 	

7. What did you like least in the subject covered, and why?

- Nothing (2).
- The detail of operation mechanism and international standard
- None (x4)
- The least I liked is on subject matter that I already encountered in our country such as definition of terms of some common terms
- Time for some of the facilitators was inadequate: Too many presentations in a day.
- nothing, all the subject was very interesting
- The LEAST I like in the subject covered is about the productivity and port capacity because we need to have more example computation to make it more clear and effective.
- The time allowed for the module is inadequate.
- While the knowledge on the computation on the capacity of the port is very important but I find it hard on the computation.
- All of them are good; however, the discussion on the terminal capacity is truncated.
- During the discussions from last Friday, we were not taught how to do and solve the computations.
- N/A (x2)
- All the various complex calculations; some are confusing to me especially how the assumptions are gotten.
- But some of the lecturers are not very good in passing the message down well to the participants. most of them confuse the participants more.
- I had a hard time identifying the equipment and other pictures since I have not been exposed to actual port areas. Also, some of the equipment are not yet in use in the Philippines.
- Services rendered to ships almost the same for almost some last decade. Need to be improved
- All the topics are relevant but maybe additional time should be given to carefully analyse problems
- Less strategic content since we make a lot of decisions that is non-operational that effects the future of our ports.
- The calculations.

8. How could the delivery of this subject be improved?

- More time to be dedicated and more interaction
- more examples and real simulation
- By giving case studies of ports of different sizes and activities.
- Couldn't suggest the better way
- More content related to the business development side
- Refer to Mark's Forum message on e-learning.
- It could be improved by having continuous trainings like this
- Time allocation was limited and this made the presenters to kind of rush to finish the presentation
- More study case and providing more expertise in the field
- So far so good
- The delivery of this subject could be improved with presentations of more sample computations and cases.
- A little bit more of time added should be perfect
- There must a concrete computation on storage and productivity rates
- Time constraint is the factor that makes this learning very difficult.
- Best possible.
- Less strategic content since we make a lot of decisions that is non-operational that effects the future of our ports.
- The calculations.

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- More time to be dedicated and more interaction
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- There must a concrete computation on storage and productivity rates
- Time constraint is the factor that makes this learning very difficult.
- Best possible.
- More time for practical exercises.
- Data bank for question and answer may be provided. So that during self-study different subject becomes clearer. I think it will help to make the concept clear.
- Additional group works
- Increase course period to 3 weeks
- The need for more time
- The delivery of the subject with the present time limitation cannot be delivered effectively unless a revision of the module delivery is made similar to my last comment in Module 3, the basic concepts must at least be communicated to the participants early on.
- The lecturers should try as much as possible to be more explicit. Thank you
- I wish to have more thorough discussion regarding the computations and solutions for the said module.
- To have additional time dedicated to this module
- It's good in general; I have no comment at the moment.
- It may be best if the port tour comes first before the presentations made by speakers so we will have better understanding for those who are not familiar with actual port operations and equipment. It is hard to imagine when you have no actual idea of thing

Module 4

Dublin, Ireland (32 MOQs received)	Date: 01/06/2016
Course : Modern Port Management ToT	Module N°:4
<p>6. What did you like <u>most</u> in the subject covered, and why?</p> <ul style="list-style-type: none"> • Quality management • Because it establishes guidelines to maintain and attract customers • Mix of how quality, sustainability and environment was integrated into the module • The New social stability • The advantages of a port, because how its delivered in a different way, and we can learn about the others participant's port, and we can compare it to our port • Competitive advantage is a very good topic.,. • It pertains to higher level of dimension of safety and systems. • The subject on new competitive advantage of the ports, its relevance to our ports today and the method of delivery - group discussions was excellent. • The subject is designed to improve the port working environment • The resource persons were good and they are masters of their subjects. • The topics on Module 4 are very strategic • Lecture given by the guest speakers • The discussions on actual port operations - It gave me a deeper understanding of actual port operations, how things are being done, planning needed to be done by port operator. As my knowledge are very limited, this is really a great experience for me. • Practicality of delivery. • The presentations and facilitators were all on point • The subject was well covered • Environmental Protection is the subject I like the most because every must be aware and conscious with the effect of the global which is now affect all parts of the world. • Competitive advantage of Port. • New competitive advantage of ports and Environmental Protection. • About environmental protection. It enhances my knowledge and interest about environment • All • I liked most the discussion on the given exercise because it helped me to fully understand how to plan and make decisions. • The new competitive advantages of a port. Interesting way of presentation - very close to home. • On the competitive advantage of a port because in here I can now assess the potential for competitiveness advantage. • The discussion regarding the enhancement of our environmental activities in our port, because it is an awareness that we must meet for our business to sustain for a longer period. • Sustainable development • The competitive advantage of a port. It shows how some changes can change the success of port. • Topics on CSR and sustainability are good topics and worthy of emulation • Environment, safety and sustainability have been accorded the importance that they should have-the highest. This is the need of the hour and ports in developing countries should heed the message and set up infrastructure and systems for the same. • Health and safety in the ports. <p>7. What did you like <u>least</u> in the subject covered, and why?</p> <ul style="list-style-type: none"> • None (x9). 	

- Nothing (x3)
- Not Applicable (x2)
- The calculations
- Quality management: too abstract and a bit subjective.
- The topic about safety. Many provisions about safety and hazardous work place were not covered.
- The quality management system ISO 9001:2008, although it presented some new food for thoughts on the concepts presented, 9001:2008 is already on its way out to be replaced by 9001:2015
- Lack of use of practical quality methods: It could be done as a practical just like presentation or real life examples
- Issues peculiar to bulk handling ports have not been covered in depth.
- All topics were interesting
- Nothing everything is interesting, but the way it delivered can be better way
- Every module is very good
- Eco port are green port
- On the computation as to the exercises because I'm not good in numbers but it's very interesting.

8. How could the delivery of this subject be improved?

- To improve on how the to calculate the ship related costs
- Make use of practical methods in use
- Does not need improvement.
- More time allocation to enable the presenter has sufficient time for presentation.
- So far so good
- Not Applicable
- More interactions and groupings
- The delivery methods of module 4 sessions have already variable and attractive... very exciting and relevant.
- Generally acceptable
- Current procedures are fine.
- I want to salute the organizers of this programme, it has been packaged well. Just improve on the packaging.
- More time
- Time allocation for module ok
- All the topics are good
- Actual computation on transit cost must be demonstrated
- Working exercise is very attractive
- Again refer to mail from Mark.
- More time needed to practice on varieties of port operation scenarios.
- No need for improvement. The program is already excellent.
- Time for delivery the main issue. Subjects very relevant and require more time for discussions.
- The delivery could be improved with more presentations and discussions.
- By showing more case problem, and how it was handled by the European port
- On the QMS it is better to discuss the new system 9001:2015.
- Data bank for MCQ may be given to the participants.
- Some videos on equipment's that reduce or help to reduce pollution could have been shown

Annex 7: Final Evaluation

Dublin, Ireland (18 MOQs received)	Date: 01/06/2016
Course : Modern Port Management ToT	Final Evaluation
<p>Comments regarding the course content and/or organisation</p> <ul style="list-style-type: none"> • Conference on CRUISE EUROPE. • The course content actually covered all topics taught: Kudos to the organizers it was excellently done. Congratulations • The course content is very ok but other data needs to be updated. • In cases like getting productivity, transit costs, shipping costs or total costs of exporting/importing cargoes must be explained properly prior to the exams. It must be explained what are the formulas used to arrive such quantity. • Everything is well organized, and I am very pleased can attend this program, bravo for all • It is a very well organised program that allowed all participants to smoothly follow • Very good. • The course content and organization was very good • Excellently organised course. Really, worth it. • The course was very beneficial and insightful for me. I learnt a lot of things that hitherto was not familiar with. My only challenge was the time allotted for the tests. The time of revision and the writing of the test were too close. • We have the best module references I have seen in my educational life • Adequate content, excellent organization. • Just right • The course content is appropriate and sufficient enough for the training and very useful in my actual job. So this is of good help for me to really understand and apply what I have learned from this training. Though this is very challenging that I have to go through the whole module, it's interesting • The course content was very relevant to port operations and offered good insights and case studies an eye opener and a good learning experience. The modules were well segmented. • In terms of content, it may worth to take on the context from different participating countries. They should have more time interacting. • The course content of the modules is sufficient and adequate. However, the content of module 4 should be looked in to most especially the sub-module relating to Safety and occupational Health. Words like Hazard, Risk, Risk assessment, likelihood/probability, frequency, determination of risk. Steps of Risk Assessment ARE NOT clearly defined in standard form. Danger is not Hazard and few other things. • The organization is very good. • Module 3 and 4 quite challenging because it consists a lot of regulations and management concepts. • The course content was on point. Facilitators were fantastic. Organization was generally very good • Excellent. • For me who is not involve in actual port operation, the course is a wealth of knowledge that I could use during meetings or discussions with port operators and with port personnel too. What I have seen in terms of infrastructure will also serve as inputs during budget hearings when engineering projects are presented for approval. Likewise, cost of operational processes can also be better evaluated. • The organizers of the course had done a good job, but the time allocated for the 4 modules is too short. Please let the participants be mandated to go through the manuals before the come down. • Very educative 	

- The two weeks' duration is appropriate, if we had ten days to cover 4 modules then that would have been more sufficient. Covering one module in one day is really intense. However, I also enjoyed the side activities such as the cruise conference.
- The best training conducted
- The course is a good one to upgrade and to benchmark our knowledge about port management. Time is really a big issue; the breadth of the topics discussed is so wide that the time given is insufficient to really go deeper on the subjects.
- The content was good in general, however, the organization of teamwork and solidarity need to be more active and exchange of ideas and experience sharing need to be more innovated.

Other suggestions/recommendations

- I wish you well
- Thank you very much for the learnings! Although we had a hard time but I enjoyed the Training. I'm sure will share some of what I've learned here to the operations personnel of our office. Good luck!
- Use better visual materials to match the quality of the very well organised and presented program
- Maybe UNCTAD can provide a staff member that can provide about latest issue in port or trade in the platform, and the other participant can share knowledge about it
- Please let us have much more time in this course. I feel that the presenters were rushing through the slides
- There could be enough intervals, for example, a day or two for revision before tests.
- At least 30 questions will be asked for module 1 so we could arrive or get the average score. 15 questions are not the ideal number with the more than 100 pages to study.
- Please make mix e-learning and on-site class
- Please, invite us (Indonesia Port Corporation) for The new programme. Terima kasih
- To give ample time for us to study before the exams.
- I would like to recommend that this course be given additional time to study like 12-15 days instead of just 10 days.
- More terminal visits
- I am not very fond with exams. The group work is okay. However, there is difficulty when you are working with other countries especially if we live quite far from each other. Organizing the group to meet is difficult. If we are all housed in one area, then it would be best/possible. Or it could be done by country. Since we have best knowledge of our country, we could have better sharing if we do it by country rather than the group making the choice leading to three groups presenting the same country.
- Notwithstanding above, it was very stressful participants had no time for rest busy throughout the period the course was running. It was a good training though.
- I wish the topic on resilience of ports would be included in environment topics
- Should add more time allocate for the group discussion.
- Data bank of MCQ with answer may be given.
- Please see above. I have a good time anyway. Thank you.
- Time of course should be extended by one more week as tight schedules imposed too much stress on participants
- There is need to extend the time to offer this course as there is a lot to learn which will be useful to the participants as they go back to implement in their places of work.
- Since this is a train the trainers course, I was expecting that the transition to trainers will be slowly supplemented by the delivery of the subject matter. As it is, the participants were just ordinary trainee and no transition was made to making them trainers in the future. Perhaps, some training on trainers can be integrated in this course, to serve as the transition point from trainee to trainers.
- Please update other data and do not compress the course program and time.

- One would have liked to emphasize the subject of time once again, but 2 weeks away from work cannot be extended. Therefore, I must say it is adequate.
- 1. A bit more focus on Bulk ports.
 2. A bit more presentations from non-European ports, preferably from China.
 3. A bit more Group Work

Annex 8: Golden Book

"I have been in various masters and doctorate courses in various fields of shipping and logistics in various countries, this UNCTAD Port Management Programme surely this course One should NOT miss. It offers globalized knowledge delivered in integrated innovated approaches that would elevate one at different unique level of standards."

Rodien Paca
Consultant
Central Inter Transport Logistics Corporations

World of an opportunity to the least and developing.

Rabih Mohamed
Assistant CEO
Maldives Ports Ltd

I love The ToT Port Management Programme. The Programme is very good... Comprehensive and Inspiring me to make a difference. Terima kasih (Thanks a bunch) ... Mark, John, Gerald, Aylwin, Farida and all facilitators. –

Nina Insania Karmilawati Permana
President Director
IPC Corporate University

"It's a brain twisting exercise but I have learned a lot, thanks UNCTAD!"

Sarah R. Mijares
Port Manager
Philippine Ports Authority

I am personally privileged to have experienced the UNCTAD Port Training Programme and fervently desire that Nigerian Ports Authority should urgently advance and institute TrainForTrade in its corporate system. I see that the

implementation of the port training programme would automatically address a wide range of institutional and operational deficiencies in the organization.

Stanley Yitnoe
Senior Manager
Nigerian Ports Authority

Great course, UNCTAD is giving a platform to us in understanding the concept of Modern Port Management.

Mohd Nizam bin Mohd Mokhlas
Administrative Senior Officer
Port Klang Authority

Firstly, I would like to express that it has been an honour to be invited and chosen by our office to attend this Port Management Programme by UNCTAD. There are several Management programme that I have attended in other countries but this is the most challenging programme that I have attended. Despite the challenges and difficulties that I have experienced, still, it enhanced my ability in terms of understanding and made me become more interested in managing a port. With this endeavour, I'm happy to share my knowledge to my officemates back home in the Philippines. Hoping that there will be more programme similar to this because we consider this as a continuous learning for professionals.

Salvador Delina
Terminal Supervisor A
Philippine Ports Authority

The programme was generally fantastic. The course materials and the facilitators were very instructive as they delved into the core of the business into which we are called. I learnt new ways of doing things in the port industry from the practical experiences shared by the very knowledgeable facilitators. The expose on the modernization and innovation taking place in the Irish ports are revealing.

Ansah Paul
Corporate Marketing & Public Affairs Manager

Ghana Ports & Harbours Authority

The UNCTAD programme is helping countries all around the world to soar above all trade challenges just as the eagle does against any turbulence

Ebenezer Nketsiah
Principal Training Officer
Ghana Ports and Harbours Authority

This course has a unique flavour and taste, in that it shares practical knowledge and marries experiences in port management and operations within and in-between African, Asian and European nations.

Lawan Mohammed JERE
Manager
Nigerian Ports Authority

The course is quite intense but it was really worth it! it is great to meet, learn from, and network with people from different lines of work within the Port sector! The lecturers/presenters were wonderful! They are very knowledgeable and are experts in their fields!!!

Phanin Hei
Director of Planning/Marketing
Phnom Penh Autonomous Port

It is a very good program that UNCTAD provides for the developing countries especially on port management, and the program is full of knowledge. I'm very pleased I could join this training, and I would like to thank UNCTAD and Dublin Port Company staff that made all the arrangements and made our stay in Dublin very pleasant.

Dodi Catur Fitrian
Assistant Senior Manager of Verification
PT Pelabuhan Indonesia I (Persero)/PELINDO 1

Life is a never ending learning experience. As a career public officer, you reach a point that learning opportunities, as far as formal training is concerned, becomes few and far in between, it is great that we were given the opportunity to continue learning through the UNCTAD TrainForTrade Program. We were apprehensive at first, because of the examination requirement for the Program but in the end it challenged us to take the Program seriously.

Venicius Villaseñor
Manager
Philippine Ports Authority

The UNCTAD Train for Trade Port Training Programme is a unique experience. The exposure is great as it brings industry practitioners from Africa and Asia together for a learning and sharing experience. Through UNCTAD, a big network of maritime experts for the future generation is born.

Romeo T. Bortey
Personnel & Administrative Manager
Ghana Ports and Harbours Authority

UNCTAD/TrainForTrade Port Management Programme is a very effective training in order to bring the world trade activities performed by different countries in same standard. By performing import-export activities as per international guide line, rules and regulations. All the topics covered are very much pertinent and suitable to adopt in my port. It may be kept in mind that all ports are unique in nature. Import-export activities in country having only one major port will vary from other countries having several ports. In such case concession contract is how much effective need further study. Otherwise country's trading will be under the control of the operator. This may be included in the training case study. Moreover, custom activities inside the port premises also need to further study and simplification.

Aziz Zulfiquir
Member (Engineering)
Chittagong Port Authority

The experience was very good and educational. Being my first time for this course it gives me a lot of information that will guide and help me improve in my actual management of the port I am assigned and improve my port management idea and skills in general. Many thank for the very good experience.

James Gantalao
Port Manager
Philippine Ports Authority

The UNCTAD/TrainForTrade Port Management Programme conducted on May 24, 2016 until June 3, 2016 was well planned and executed by the pure hospitality of Dublin Port and of course the intensive and informative modules 1-4 prepared by UNCTAD.

I never received this kind of formal education conducted by UNCTAD by means of appointing illustrious speakers coming from the Dublin Port Co., Port of Belfast, Port of Cork, and etc. All the speakers were able to impart their knowledge to us.

This was a great way to learn from the modules of UNCTAD, and most especially the best way to network with other port managers coming from all over the world. I am very blessed to be able to take part in this program. I thank everybody who are involved in this program. One day, I wish that we can connect all our ports together in the future, aligned with the standards UNCTAD set out for us to meet. Because I am convinced that the standards that UNCTAD has set, is world class and very correct, that is why there is no reason not to align our business models here.

Benjamin Joseph Jr. Akol
Cargo Handler - Port Manager
Cebu Integrated Arrastre

I have deeply appreciated the relevance and practical application of this course in my work. The trainers were knowledgeable and communicated well. The material was relevant.

Jemimah Mwanyumba
Principal Marketing Executive
Kenya Ports Authority

It is a very valuable event that provide a wide range of benefits. Knowledge of port management, various study case presented by the experts and business practitioners, and also the networking with the other participants are priceless. The number of experts and business practitioners (21) who shared their knowledge and experiences also indicated how this course prepared. Amazing...

Dasman Parlindungan Tamba
Equipment Department Staff
PT Pelabuhan Indonesia I (Persero)

It was possibly one of the best training program that I have ever attended. The content was really useful and gave a detailed input on port activities without ever losing sight of the overall objectives and the broader macro view. A little bit more focus on Bulk ports, guest lectures from Non-European ports (preferably from China) and a little more group work can make the course absolutely a top notch one. The presenters, the hosts from Dublin Port Co and the people of Dublin were the perfect epitome of friendliness.

Rinkesh Roy
Chairman
Paradip Port Trust