

TRAIN FOR TRADE'S PORT TRAINING PROGRAMME

ATTRACTING INTERNATIONAL TRADE THROUGH BETTER PORT MANAGEMENT

GLOBAL CONTEXT

Some 80 per cent of international trade is channelled through ports. Thus, ports play a key role in connecting the many developing countries with port communities to international trade. An important challenge of that role is that the maritime transport sector is subject to constant regulatory changes. How the maritime transport sector is organized impacts significantly on trade volume and transport costs, affecting the competitiveness of countries and businesses. Port officials must therefore be able to keep up with the growing complexities of port management. Remaining competitive is vital to sustaining and creating jobs in developing countries with port communities.

The UNCTAD Train for Trade's port training programme supports port communities in developing countries and their quest for efficient and competitive port management. The port training programme brings together public, private and international entities. The aim is to share knowledge and expertise between port operators and to strengthen talent management and human resources development in port communities, ultimately increasing trade flows and fostering economic development.

HOW DOES THE PORT TRAINING PROGRAMME BENEFIT PORT COMMUNITIES?

Talent management and leadership development are fundamental to the port training programme. The programme operates through four language-based networks in Africa, Asia, Europe and Latin America and the Caribbean. The course content is adapted to local contexts and situations. The programme also hosts a high-end course on modern port management, a powerful scheme to encourage value added solutions in port communities.

The modern port management course consists of 240 hours of instruction over a two-year period. Participants must successfully complete eight modules and defend a final dissertation to obtain an UNCTAD certificate in modern port management. The final dissertations require that each participant identify a concrete port challenge, carry out an in-depth analysis and propose practical management solutions, drawing on knowledge of local specificities and constraints.

Partnerships with European ports enable port officials to share their knowledge and expertise with port officials in the South, including at annual regional meetings that bring together port officials from different countries. The South-South exchange of instructors is encouraged in order to increase instructors' exposure to different port set-ups, as well as to facilitate knowledge transfer. In addition, training in participating ports is delivered by local instructors from the port community, initially supported by experts from UNCTAD

PROGRAMME FACTS AND FIGURES

Train for Trade port training programme scope: 4 language-based networks

Programme start date: 1996

Number of active countries: 18

Number of staff trained since 1996: 2,469 mid-level officials trained as port managers and 939 senior managers trained as coaches, on port management, through 61 "training of trainer" workshops

European partner ports: Ghent (Belgium), Marseille and Nantes (France), Belfast (United Kingdom), Cork and Dublin (Ireland), Leixoes (Portugal), Gijon and Valencia (Spain)

Programme website:
tft.unctad.org

DONORS/ FUNDING SOURCE

Current: Multi-donors, self-financing countries from Africa, Asia and Latin America, Belgium, France, Ireland, Portugal, Spain, Irish Aid

Past: Belgium, France, Greece, Portugal

and European partner ports. Senior managers from participating ports are then trained to serve as local instructors, thus ensuring programme sustainability and greater local ownership.

RESULTS AND IMPACT AT A GLANCE

- The 2008–2010 pilot phase of the port training programme’s English-speaking network was positively evaluated by stakeholders and Irish Aid (the programme’s main donor). Irish Aid’s review team concluded that the partnership between Irish Aid, Dublin Port Company, UNCTAD and the participating ports is an example of best practice in development cooperation. Subsequently, Irish Aid signed a new agreement with the UNCTAD Train for Trade’s programme, reaffirming the Government of Ireland’s commitment to the programme.
- In Cameroon, an official trained under the programme’s French-speaking network in 2014 – who directs work for a firm that loads and unloads ships at the Port of Douala – recently developed a system for manual labour management based on better preparation, anticipation and deployment of employees. The system has sped up operations by 30 to 40 per cent and reduced costs by almost 20 per cent.
- In Senegal, a participant trained in 2014 used his final dissertation to identify long delays in problem-solving as a hindrance to predictable and streamlined communication

and performance along the Port Autonome de Dakar’s 15km-wide, web-based network. He assessed and tested open source solutions, recommending the best one to the port’s Chief Executive Officer. The solution is currently being implemented. Technicians can now quickly identify errors and restore the network in less than 30 minutes. This has positively impacted the port’s efficiency and improved its image of reliability.

Results in-depth

Promoting improved management in port communities

Indonesia. In Indonesia, the port training programme of UNCTAD Train for Trade has served as a management instrument to promote the best candidates and rotate the functions of senior staff. The approach exposes staff to a wider range of the port’s activities in the country and increases their level of responsibilities. This new vision of management and company culture has been thriving for the last five years, and produced excellent results for the country’s “Pelindo II” port. Looking back since 2009, Tanjung Priok, Indonesia’s leading port and most strategic export operations, which handles two-thirds of the country’s international trade, is also having excellent results. The port has a tidier appearance today and its cargo volume has grown significantly – the port’s container traffic reached 6.4 million 20-foot equivalent units/year in 2014, up from 3.6 million in 2009.

Modern port management

