

**UNCTAD**  
Ad Hoc Expert Meeting on  
Assessing Port Performance

Room XVI  
Palais des Nations  
Geneva, Switzerland

**12 December 2012**

**UNCTAD TrainForTrade  
Port Training Programme**

by

Mark Assaf  
Officer-in-Charge of the Human Resources Development  
Section/TrainForTrade/KSTCD/DTL  
UNCTAD



UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT  
**UNCTAD** Human Resources Development  
 Section/TrainForTrade





**UNCTAD  
 TRAINFORTRADE  
 PORT TRAINING  
 PROGRAMME**  
 supports port communities in  
 developing countries in quest for  
 efficient and competitive port management

**EXPERT MEETING  
 ASSESSING PORT PERFORMANCE**

**DEC 2012, GENEVA**


**Mark Assaf**



**THE PORT TRAINING PROGRAMME MAIN GOAL**

To support port communities of developing countries in their quest for efficient and competitive port management services to increase trade flows and foster economic development

*“A country can only be as developed as the capacity and skills of its human resources.”*  
 H. E. Mr. Apolo Nsibambi,  
 Prime Minister of Uganda to the UN General Assembly




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## THE PORT TRAINING PROGRAMME CORE FEATURES


1. Worldwide Network-based structure
2. Public-Private-Partnership model
3. Sustainable training and capacity building programme
4. Human Resources empowerment tool for talent management and local ownership
5. Powerful scheme to induce value-added solutions in port communities
6. Robust methodology for knowledge sharing and ICT advancement
7. High-end course on “Modern Port Management”

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## 1. WORLDWIDE NETWORK-BASED STRUCTURE

CORE FEATURES



**Programa de Formação portuária - Modern Port Management**

*Sevilla Instituto das Portos - Seville Institut der Porten*

**Rede de Língua Espanhola**

*Espanhóis*

- Comissão Nacional de Regulação (CNR)
- Portos de Espanha
- Portos de Santa Eulália de Castro

*Portos*

- Administração Portuária Nacional (APN)
- Portos do Sul do Congo

**Rede Lusófona**

*Angola*

- Porto de Angra do Heroísmo
- Porto de Coimbra
- Porto de Lisboa
- Porto de Lourenço
- Porto de Namibe
- Porto de Sines

*Cabo Verde*

- Empresa Nacional de Administração de Portos (ENAPOR)

*Guiné - Bissau*

- Administração dos Portos do Guiné-Bissau (APG)

**Rede Francófona**

*Bélgica*

- Port Autonome de Colonne (PAC)

*Burkina Faso*

- Port Autonome de Bobo (PAO)

*Guiné*

- Port Autonome de Conakry (PAC)

*Guiné-Bissau*

- Port Autonome de Oioque (PAO)

**Rede Inglês**

- Port Autonome de Lomé (PAL)
- Chambre de Commerce et d'Industrie (CCI)
- Conseil National des Chargeurs de Togo (CNCT)

*Símbios*

- Port Autonome International de Sékou (PAIS)
- Dubai Ports World (DPW)
- Galveston
- Office des Ports et Rades de Gabon (OPRAG)

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## 2. PUBLIC-PRIVATE-PARTNERSHIP MODEL

CORE FEATURES

- Ghent Port Company (Belgium)
- Grand Port Maritime de Marseille (France)
- Grand Port Maritime de Dunkerque (France)
- Grand Port Maritime de Nantes Saint Nazaire (France)
- Puertos del Estado (Spain)
- Autoridad Portuaria de Valencia (Spain)
- Autoridad Portuaria de Gijon (Spain)
- Administração dos Portos do Douro e Leixões (Portugal)
- Dublin Port Company (Ireland)
- Belfast Harbour Commissioners (Ireland)
- Port of Cork (Ireland)
- Irish Aid (Ireland)

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## 3. SUSTAINABLE TRAINING AND CAPACITY BUILDING PROGRAMME

CORE FEATURES

```

graph TD
    S[Senior/Middle Managers] --- C[Capacity Building Evaluation]
    S --- NS[National Steering Committee]
    S --- T[Training of Trainers]
    S --- N[National Deliveries]
    S --- D[Dissertation]
    S --- H[Human Resources Strategy]
    C --> NS
    NS --> T
    T --> N
    N --> D
    D --> H
    H --> C
    
```

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**4. HUMAN RESOURCES EMPOWERMENT TOOL FOR TALENT MANAGEMENT AND LOCAL OWNERSHIP**

**TARGETS :** Port authority  
Port community  
Ministry

**CORE FEATURES**

- ✓ Technological changes
- ✓ Pressure to reduce costs
- ✓ Customer demands

**MIDDLE MANAGERS**

Implementation  
Supervision  
Execution

- o Apply modern techniques
- o Multitasking horizontal / vertical mobility
- o Natural source of future top managers


**SENIOR MANAGERS**

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**5. POWERFUL SCHEME TO INDUCE VALUE-ADDED SOLUTIONS IN PORT COMMUNITIES**

**CORE FEATURES**

- Certification: final stage in the 2-year training cycle of the UNCTAD Port Training Programme
- Participant's SKILLS and KNOWLEDGE enhanced
- Demonstrate their APTITUDES by analysing a problem in their port community
- Propose concrete and applicable solutions to solve it
- Defend their dissertation before a panel of port experts called: "Jury"



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## 6. ROBUST METHODOLOGY FOR KNOWLEDGE SHARING AND ICT ADVANCEMENT

CORE FEATURES


- TrainForTrade methodology
- Combination e-learning & Face-to-Face
- Open source
- Flexibility & Outreach
- Multiplier effect
- Network - Knowledge
- Reduced cost



The screenshot shows the TrainForTrade website interface with the URL <http://learn.unctad.org>. Below it is a circular diagram with 9 phases:

- PHASE 1: Preliminary Study
- PHASE 2: Job Analysis
- PHASE 3: Population Analysis
- PHASE 4: Design of Curriculum
- PHASE 5: Design of Modules
- PHASE 6: Production
- PHASE 7: Validation and Revision
- PHASE 8: Implementation
- PHASE 9: Evaluation

Central text in the diagram: "Analyse the need for training", "Delivery of training", "Development of training material".



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## 7. HIGH-END COURSE: "MODERN PORT MANAGEMENT"

CORE FEATURES

**240 Hours**  
**8 Modules**  
**Dissertation**  
**Certificate**

**List of Modules:**

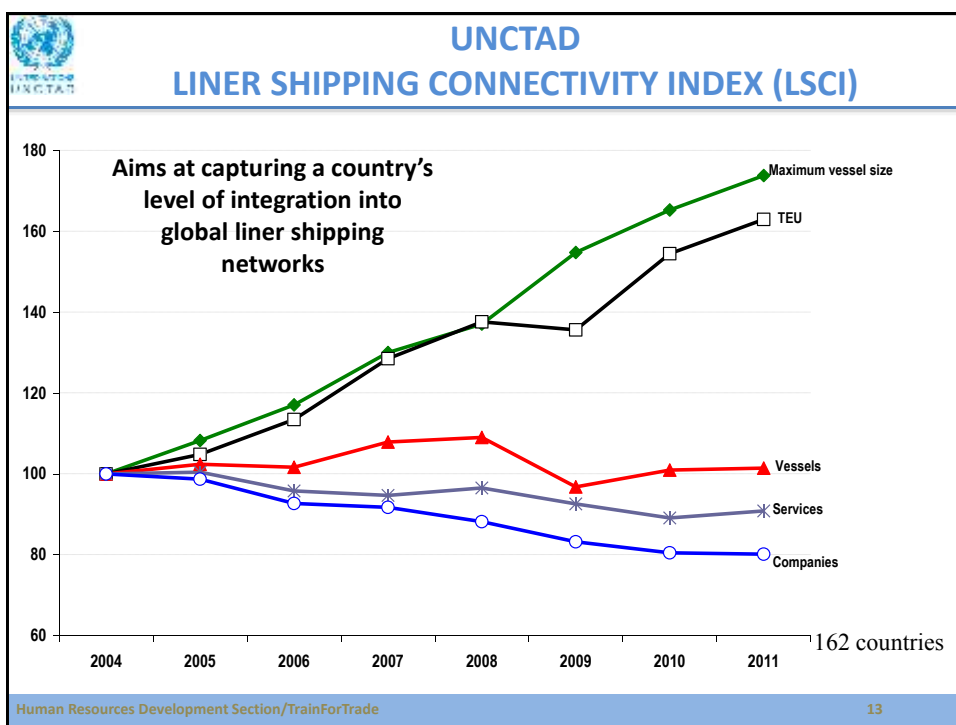
1. International trade and transport
2. Organisation of a port system
3. Functioning of a port system
4. Future challenges to ports
5. Methods and tools of port management
6. Economic and commercial management
7. Administrative and legal management
8. Technical management and human resources development



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RESULTS AND IMPACT	EVENTS	SENIOR MANAGERS	COUNTRIES	MIDDLE MANAGERS	CYCLES	CERTIFIED	
	<b>PTP-FRE</b>						
	Modules 1-8	109	Bénin	130	7	107	
	Pedagogic Workshop	125	Cameroun	165	8	150	
	E-learning Workshop	130	Comores	5	1*	5	
	<b>Total</b>	<b>364</b>	Djibouti	24	1	15	
			Gabon	70	4	65	
			Guinée	75	5	63	
			Sénégal	112	8	107	
			Togo	74	5	75	
		Tunisie	25	2	21		
		Cambodia	52	3	45		
		<b>Total</b>	<b>732</b>	<b>43</b>	<b>653</b>		
<b>PTP-ENG</b>							
Modules 1-8	92	Ghana	49	2	15		
Pedagogic Workshop	14	Indonesia	47	2	24		
E-learning Workshop	28	Malaysia	24	1	1		
<b>Total</b>	<b>134</b>	Maldives	37	2	10		
		Namibia	23	1	na		
		Tanzania	49	2	15		
		<b>Total</b>	<b>229</b>	<b>10</b>	<b>65</b>		
<b>PTP-SPA</b>							
Modules 1-8	28	Guatemala	38	2	24		
Pedagogic Workshop	12	Peru	48	2	31		
<b>Total</b>	<b>40</b>	<b>Total</b>	<b>86</b>	<b>4</b>	<b>55</b>		
<b>PTP-POR</b>							
Modules 1-8	49	Angola*	48	2	11		
Pedagogic Workshop		Cabo Verde/ Praia	36	2	34		
E-learning Workshop		Cabo Verde/ Mindelo	35	2	32		
<b>Total</b>	<b>49</b>	<b>Total</b>	<b>119</b>	<b>6</b>	<b>77</b>		
Human Res	<b>Grand Total</b>	<b>587</b>		<b>1166</b>	<b>63</b>	<b>850</b>	

INDICATORS FOR THE PORT TRAINING PROGRAMME?
1. Liner Shipping Connectivity Index (UNCTAD)
2. Global Competitiveness Index (WEF)
3. Logistics Performance Index (WB)
4. Ease of Doing Business Index (IFC – WB)
5. Others...
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**UNCTAD LSCI 2004-2011**

Country	2004	2011	Rank 2011	Change 11/04 %	Country	2004	2011	Rank 2011	Change 11/04 %
China	100.00	152.06	1	52	Guatemala	12.28	20.88	58	70
Hong Kong (China)	94.42	115.27	2	22	Ghana	12.48	18.01	64	44
Singapore	81.87	105.02	3	28	Cote d'Ivoire	14.39	17.38	66	21
Germany	76.59	93.32	4	22	Togo	10.19	14.08	71	38
Netherlands	78.81	92.10	5	17	Benin	10.13	12.69	72	25
Korea, Rep.	68.68	92.02	6	34	Senegal	10.15	12.27	73	21
Malaysia	62.83	90.96	7	45	Namibia	6.28	12.02	74	91
Belgium	73.16	88.47	8	21	Tanzania	8.10	11.49	78	42
United Kingdom	81.69	87.46	9	7	Cameroon	10.46	11.40	79	9
United States	83.30	81.63	10	-2	Angola	9.67	11.27	80	17
Spain	54.44	76.58	11	41	Gabon	8.78	7.97	98	-9
France	67.34	71.84	12	7	Tunisia	8.76	6.33	105	-28
Sri Lanka	34.68	41.13	23	19	Guinea	6.13	6.21	106	1
Mexico	25.29	36.09	29	43	Ireland	8.78	5.94	109	-32
Indonesia	25.88	25.91	45	0	Cambodia	3.89	5.36	118	38
Peru	14.79	21.18	55	43	Cape Verde	1.90	4.24	126	123
Portugal	17.54	21.08	56	20	Guinea-Bissau	2.12	4.07	132	92
Djibouti	6.76	21.02	57	211	Maldives	4.15	1.62	159	-61

Source: UNCTAD based on figures from CI Online

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## WEF: GLOBAL COMPETITIVENESS INDEX

**Set of institutions, policies, and factors that determine the level of productivity of a country (12 pillars)**

**Factor-driven**

- 1) Institutions
- 2) Infrastructure
- 3) Macroeconomic stability
- 4) Health and primary education

**Innovation-driven**


- 11) Business sophistication
- 12) Innovation

**Efficiency-driven**

- 5) Higher education and training
- 6) Goods market efficiency
- 7) Labor market efficiency
- 8) Financial market development
- 9) Technological readiness
- 10) Market size

Source: WEF – Global Competitiveness Report 2011-2012

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Country/Economy	GCI 2011–2012		GCI 2011–2012 rank among 2010 countries	GCI 2010–2011 rank
	Rank/142	Score		
Switzerland	1	5.74	1	1
Singapore	2	5.63	2	3
Sweden	3	5.61	3	2
Finland	4	5.47	4	7
United States	5	5.43	5	4
Germany	6	5.41	6	5
Netherlands	7	5.41	7	8
Denmark	8	5.40	8	9
Japan	9	5.40	9	6
United Kingdom	10	5.39	10	12
Malaysia	21	5.08	21	26
Indonesia	46	4.38	46	44
Sri Lanka	52	4.33	52	62
Mexico	58	4.29	58	66
Peru	67	4.21	67	73
Namibia	83	4.00	83	74
Guatemala	84	4.00	84	78
Ghana	114	3.65	113	114
Tanzania	120	3.56	119	113

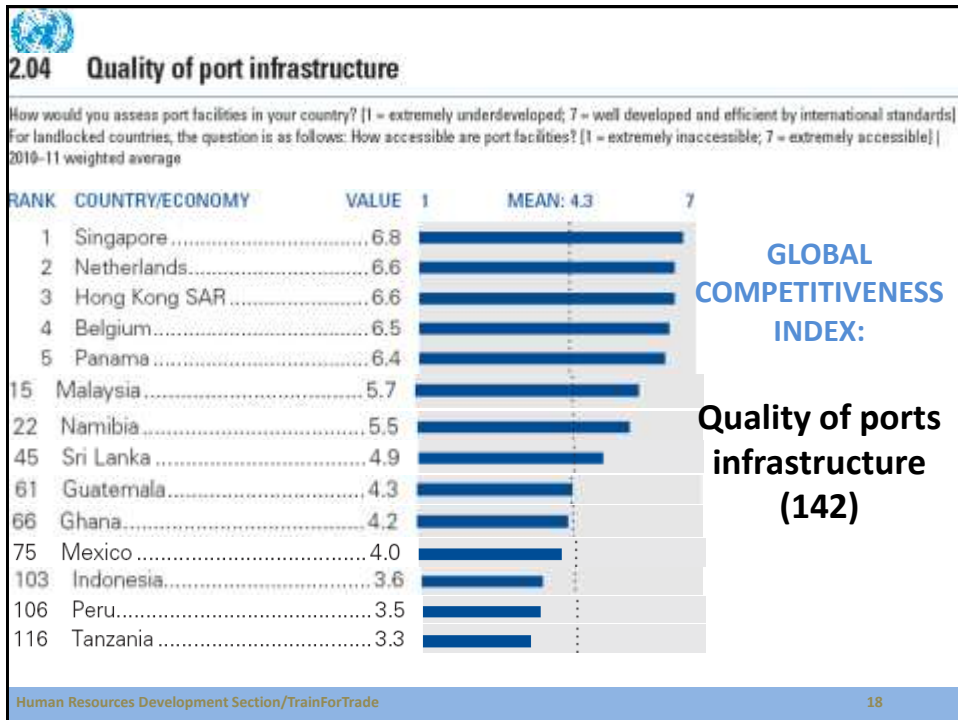
**GLOBAL COMPETITIVENESS INDEX**


**Best Performing Countries (142)**

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## RESULTS AND IMPACT

Stage 1 Factor-driven (27 economies)	Transition from stage 1 to stage 2 (24 economies)	Stage 2 Efficiency-driven (28 economies)	Transition from stage 2 to stage 3 (20 economies)	Stage 3 Innovation-driven (25 economies)
Bangladesh	Algeria	Algeria	Argentina	Argentina
Bahrain	Australia	Bahrain	Bahrain	Austria
Bolivia	Azerbaijan	Bahrain and Herzegovina	Brazil	Bahrain
Bosnia Herz.	Bhutan	Bulgaria	Chile	Belgium
Burundi	Botswana	<b>Cameroon</b>	Croatia	Canada
<b>Cambodia</b>	Brazil	Cuba	Cuba	Cyprus
<b>Cameroon</b>	Brazil (Dereza)	Colombia	Hungary	Czech Republic
Chad	<b>Georgia</b>	Costa Rica	Latvia	Denmark
Cote d'Ivoire	<b>Slovenia</b>	Dominican Republic	Lebanon	Finland
Ethiopia	Oman	Ecuador	<b>Lithuania</b>	<b>France</b>
Ghana, The	Paraguay	El Salvador	<b>Maldives</b>	Germany
<b>Guinea</b>	<b>Sri Lanka</b>	<b>Indonesia</b>	Oman	Greece
Haiti	Iran, Islamic Rep.	<b>5</b>	Pakistan	Hong Kong SAR
India	Jamaica	Jordan	Russian Federation	Iceland
Kenya	Kazakhstan	Macedonia, FYR	Saudi Arabia	<b>5</b>
Kyrgyz Republic	<b>3</b>	<b>Malaysia</b>	Sierra Leone	India
Laos	Kuwait	Morocco	Swaziland	Italy
Madagascar	Malaysia	Montenegro	Turkey and Tajik	Japan
Mali	<b>6</b>	Mexico	Turkey	Korea, Rep.
Mauritania	Oman	<b>Paraguay</b>	Uruguay	Luxembourg
Moldova	Saudi Arabia	<b>Peru</b>		Malta
Mozambique	<b>3</b>	<b>Romania</b>		Netherlands
Nepal	Spain	Serbia		New Zealand
Nicaragua	Ukraine	South Africa		Norway
Nigeria	Venezuela	Sri Lanka		<b>Portugal</b>
Pakistan		Sri Lanka		Prato, Rep.
Panama		Sri Lanka		Singapore
<b>Panama</b>		Sri Lanka		<b>Spain</b>
<b>Paraguay</b>		Sri Lanka		Sweden
Tajikistan		Sri Lanka		Switzerland
<b>Tanzania</b>		Sri Lanka		Taiwan, China
Tanzania		Sri Lanka		United Arab Emirates
Togo		Sri Lanka		United Kingdom
Uganda		Sri Lanka		United States
Vietnam		Sri Lanka		
Yemen		Sri Lanka		
Zambia		Sri Lanka		
Zimbabwe		Sri Lanka		





## IFC-WB: EASE OF DOING BUSINESS INDEX


**Regulatory environment is more conducive to the starting and operation of a local firm (185 countries)**

Economy	Ease of Doing Business Rank
Singapore	1
Hong Kong SAR, China	2
New Zealand	3
United States	4
Denmark	5
Malaysia	12
Ireland	15
Portugal	30
Belgium	33
France	34
South Africa	39
Peru	43
Spain	44
Mexico	48
Tunisia	50
Ghana	64
Sri Lanka	81
Namibia	87

Economy	Ease of Doing Business Rank
Guatemala	93
Maldives	95
Dominican Republic	116
Cape Verde	122
Indonesia	128
Cambodia	133
Tanzania	134
Philippines	138
Togo	156
Comoros	158
Cameroon	161
Senegal	166
Gabon	170
Djibouti	171
Angola	172
Benin	175
Côte d'Ivoire	177
Guinea	178
Guinea-Bissau	179

Source: IFC-WB: Doing Business 2013

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## WB: LOGISTICS PERFORMANCE INDEX (LPI)

**Measures logistics efficiency: Access to global freight and logistics networks (155 countries)**

Economy	2012 LPI			Economy	2012 LPI		
	Rank	Score	% of highest performer		Rank	Score	% of highest performer
Singapore	1	4.13	100.0	Guatemala	74	2.80	57.7
Hong Kong SAR, China	2	4.12	99.9	Côte d'Ivoire	83	2.73	55.4
Finland	3	4.05	97.8	Dominican Republic	85	2.70	54.4
Germany	4	4.03	97.0	Tanzania	88	2.65	52.9
Netherlands	5	4.02	96.7	Namibia	89	2.65	52.9
Belgium	7	3.98	95.3	Togo	97	2.58	50.5
France	12	3.85	91.2	Cambodia	101	2.56	50.0
Spain	20	3.70	86.4	Maldives	104	2.55	49.4
South Africa	23	3.67	85.5	Cameroon	106	2.53	48.9
Ireland	25	3.52	80.6	Ghana	108	2.51	48.2
Portugal	28	3.50	80.1	Senegal	110	2.48	47.7
Malaysia	29	3.49	79.8	Gabon	131	2.34	43.0
Mexico	47	3.06	66.0	Angola	138	2.28	40.8
Indonesia	59	2.94	62.2	Comoros	146	2.14	36.5
Peru	60	2.94	61.9	Haiti	153	2.03	32.0
Benin	87	2.85	59.3	Djibouti	154	1.88	25.5

Source: IFC-WB: Doing Business 2013

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## WHAT ABOUT A PORT PERFORMANCE INDEX?

**To be tested on UNCTAD PTP NETWORKS...**

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## PTP - PORT MEMBERS



**UNCTAD  
TRAINFORTRADE  
PORT TRAINING  
PROGRAMME**

supports port communities in developing countries in quest for efficient and competitive port management



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# THANK YOU

**Mark Assaf**  
**Officer-in-Charge HRD Section -**  
**TrainForTrade**  
**UNCTAD**  
**Tel: + 41 22 917 5481**  
**Fax: + 41 22 917 0050**  
**E-mail: [mark.assaf@unctad.org](mailto:mark.assaf@unctad.org)**



[Learn.unctad.org](http://Learn.unctad.org)



Human Resources Development Section -  
 TrainForTrade  
 Knowledge Sharing, Training and Capacity  
 Development Branch  
 Division on Technology and Logistics  
 Email: [trainfortrade@unctad.org](mailto:trainfortrade@unctad.org)



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