UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

UNCTAD

PORT MANAGEMENT SERIES

Volume 5

Port Management Case Studies

2015-2016 Cycle of the TrainForTrade Port Management Programme

English-speaking Network

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New York and Geneva, 2018

NOTE

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ACKNOWLEDGEMENTS

This publication was produced in the framework of the TrainForTrade Port Management Programme of the United Nations Conference on Trade and Development (UNCTAD), financed by the Government of Ireland and the participating ports of Ghana, Indonesia, Nigeria and the Philippines. The programme also receives support from the Dublin Port Company, the Port of Cork Company and Belfast Harbour Commissioners.

The summaries of the featured dissertations and participants' career profiles were prepared by John Moore, Jennifer Doyle, Janjarang Kijtikhun, Dominique Chantrel, Aylwin Zabula and Debbie Francisco under the supervision of Mark Assaf, Chief of the Human Resources Development Section-TrainForTrade, and the overall guidance of Geneviève Féraud, Head of the Knowledge Development Branch and Shamika Sirimanne, Director of the Division on Technology and Logistics.

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What do our key stakeholders say about the PMP?

"Irish Aid is pleased to have supported the English-speaking network of the Port Management Programme since its launch in 2007. We have seen first-hand the commitment of ports from across the island of Ireland who provide expert support; the port managers who have participated; and the UNCTAD personnel who run the Programme. The Programme remains a strategic and relevant response to the challenges and growing trade opportunities of developing countries."

Mary Barrett, Assistant Principal, Multilateral Section,
Irish Aid, Department of Foreign Affairs and Trade

"Indonesia is all about islands, shipping and ports. With 17,000 islands it couldn't be otherwise. Better ports – and better run ports – are central to this country's development. Indonesia's Government knows this well. Improving the maritime sector is the country's highest priority right now. UNCTAD's port management project could not have come at a better time; the right assistance, the right time, the right place."

H.E. Kyle O'Sullivan, Irish Ambassador to Indonesia

"The UNCTAD Port Management Programme has created a really positive partnership between the Philippines and Ireland, providing a platform where experience, skills and best practice can be shared and exchanged. It has created an invaluable network of professional contacts and, more importantly perhaps, lasting friendships that can span continents. Long may it continue!"

H.E. Geoffrey Keating, Irish Ambassador to the Philippines

"Nigeria's Vice President Kemi Osinbajo in May this year signed an executive order to improve Nigeria's ranking in the global Ease of Doing Business Index. The order included a focus on airports and seaports. Last year I visited Lagos port for a briefing on the challenges and opportunities that management face. The UNCTAD Port Management Programme was presented as an important part of the capacity-building strategy."

H.E. Seán Hoy, Irish Ambassador to Nigeria

"I first travelled to Ghana in 2010 as part of a review team to assess Ireland's support for the UNCTAD port programme. At the time, we recommended further funding. Now seven years later as Ambassador of Ireland to Ghana, I realize the ongoing importance of the programme in helping build Ghana's trade capacity."

H.E. Seán Hoy, Irish Ambassador to Ghana

INTRODUCTION

UNCTAD assists developing countries in their efforts to integrate into the world economy on an equitable basis. In the area of trade, the focus has turned towards the reduction of non-tariff barriers and trade facilitation measures. This is because barriers, such as long waiting times at borders, inappropriate fees and cumbersome administrative procedures, constitute obstacles for trade that are as serious as tariff barriers. Consequently, UNCTAD is committed to assisting developing countries as they carry out these complex, behind-border measures, which include broad institutional and regulatory reforms as well as specific actions aimed at improving port efficiency, for example.

Port efficiency is important for trade facilitation because ports are the main entry and exit points for international trade. In volume terms, nearly 80 per cent of world merchandise transits by sea. For many developing countries, this figure surpasses 90 per cent. Port efficiency therefore has a direct impact on the ability of a country to participate in international trade. It follows that ports serving developing countries must operate efficiently for them to integrate into the world economy effectively.

UNCTAD assists ports in developing countries by conducting research, carrying out technical assistance activities and providing training and capacity-building. The TrainForTrade Port Management Programme (PMP) strengthens talent management and human resources development in ports in developing countries by setting up a sustainable capacity-building framework for training future managers. It also creates port networks, bringing together port experts from public and private entities from around the globe to share knowledge and expertise, and to capitalize on research conducted through the programme with regard to port management and port performance indicators.

A key component of the programme is the dissertation process. Participants first select a senior manager with knowledge of their chosen subject to be their mentor. Their work is supervised by the mentor as they conduct research on a specific problem faced by the port and propose feasible solutions. Having the participants consult with senior managers ensures that the research and findings will be of high interest to top management. This increases the likelihood that aspects of the dissertation will be implemented or integrated into management strategies. The Programme has also found that bringing senior and middle managers together is essential for creating a culture within the port that fosters the transfer of knowledge. The dissertation process requires that the participants put into practice what they have learned and allows them to immediately contribute to improving operations in their ports. Upon completion, the participants defend their dissertations before panels composed of senior managers from their respective ports, as well as senior managers from other ports that are members of the programme and representatives of UNCTAD. Each panel is composed of three members, including the participant's mentor. The panels evaluate the dissertations based on the following criteria:

- Clearness of the explanation of the problem and issues at hand.
- Pertinence of the research conducted.
- Quality of the analysis and ability to reflect on the practical implications of the suggestions made.
- Quality and feasibility of the conclusions proposed.
- Professional aspect of the work accomplished: The work must not simply consist of observations of what is going on; it must be useful to the company and help it to progress.

This publication presents the top 12 dissertations from the 2015–2017 cycle of the English-speaking network of the TrainForTrade Port Management Programme. The first chapter gives background information on the Port Management Programme and explains the dissertation process. Chapters two to five focus on the following subject matters: social, economic, financial and operational results of the research done by the participants from member countries: Ghana, Indonesia, Nigeria and the Philippines.

The dissertation process is a professional tool encompassing research, report writing and presentation through which the author demonstrates his or her knowledge and abilities in a particular aspect of their organization.

The output is focused on a real business issue for the organization and as such is a valuable resource for the business and a significant contribution to their employer organizations. The dissertation is actually akin to a professional business report into an aspect of the business where either a problem or an opportunity has been identified. Collectively, the dissertations, which are held on a searchable database, provide a collection of case studies that make up a tremendous source for knowledge sharing for the Network. The recommendations and conclusions arrived at are as varied as the organizations themselves. This outcome is to be expected as none of the ports featured in this publication are the same. Yes, they operate in the same sector of the maritime industry, yet, they are very different in many ways whether it's the ownership model, the governance regime, the stage of development, the handling methods used, or modes of cargo served. In most case studies, the conclusions and recommendations arrived at are unique to the port being researched and reported on. However, the framework of the Sustainable Development Goals, as shown in the final chapter, has made it possible to position the various recommendations in terms of how they accord with achieving one or more of the SDGs. This approach will prove useful when advising future cohorts in writing up their business reports (dissertations).

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