

Thematic Dossier

Investing in Human Capital



agenda 2030
by aiVP

For 30 years, AIVP has been accompanying port cities to guide them towards a more resilient, more concerted and more sustainable future.

In 2018, AIVP launched the AIVP 2030 Agenda, the 1st global initiative that adapts the 17 UN Sustainable Development Goals (SDGs) to the specific context of City-Port relations. This document, drawn up jointly with AIVP members at the Quebec Conference, sets 10 objectives for 2030.

In February 2020, AIVP signed an MoU with UN-Habitat to disseminate good practices related to this agenda.

Since September 2020, responding to the interest of our members, we focus in-depth on one Agenda goal per month.

In this eighth dossier we focus on "Investing in Human Capital". We wish you a fruitful reading!

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What is the AIVP 2030 Agenda?

The Agenda is designed to guide the actions and projects of port city stakeholders to ensure sustainable relations between the city and port. Port cities frequently find themselves in the front line when it comes to the most serious consequences of climate change (submersion, flooding, hurricanes, etc.), but they are also best placed to test innovative solutions in the following ten areas:

- 1. Adapting To Climate Change**
- 2. Energy Transition And Circular Economy**
- 3. Sustainable Mobility**
- 4. Renewed Governance**
- 5. Investing In The Human Capital Of Port Cities**
- 6. Port Culture And Identity**
- 7. Quality Food For All**
- 8. City Port Interface**
- 9. Health And Quality Of Life**
- 10. Protecting Biodiversity**

Discover the **AIVP Agenda 2030**

What is the “Investing in Human Capital” goal in the AIVP 2030 Agenda?

Investing in human capital and developing port cities in a way that provides residents, young talents, professionals and entrepreneurs with the jobs needed for their own personal development and for the competitiveness of the port community :

- 1.** Mobilising public and private stakeholders in port sectors to promote life-long professional training and personal development for the citizen.
- 2.** Enlarging the mix of profiles and promoting skills transfers, to improve flexibility and move beyond the sector-based approach. Without discrimination
- 3.** Providing training in preparation for the deployment of smart and green technologies in cities and ports.
- 4.** Promoting interactions and projects between schools, training institutes and the professional world.
- 5.** Creating collaborative spaces for experimentation: technology halls, co-working spaces, Learning Centers, Port Centers etc., to encourage interaction and stimulate new projects.

More details on **this goal**

World Maritime Day: The importance of Human Capital

AIVP Team



IMO World Maritime Day

Since Covid-19 has started disrupting our lives in early 2020, it was clear that the maritime sector needed to remain active, despite the clear health risks for the workers involved. Millions of men and women made sure that the logistic chains remain functioning, while the citizens were forced to stay at home. IMO has rightly decided to dedicate the 2021 edition of the World Maritime Day to seafarers that played a key role in this global crisis overcoming major challenges so that we could continue our lives in lockdown, and supermarkets, pharmacies and online shops remain open and well supplied.

Port cities have gotten even more attention over the past two years for their position as nodes of the global commerce networks, relying on the shoulders of all kinds of port workers. When AIVP did a special series of interviews during the spring and early summer of 2020 with several port city leaders, there were two common elements, an enormous sense of gratitude and recognition to these workers and an extraordinary effort to make sure that the social connection remained strong, either with special aid campaigns or cultural initiatives for those under curfew, particularly for younger generations.

The human capital of port cities is at the base of the resiliency capacity demonstrated over that past two years. The difficulties showcased even more explicitly that this human capital needs to be cherished, protected, valued, and promoted. Despite all the smart technology that we see being deployed in ports and cities worldwide, the human factor remains paramount, especially in moment of crisis. For that reason, the human capital is one of the ten goals of the AIVP Agenda 2030 and deserves all credit in the World Maritime Day.



Karla Figueroa Mex, Esperanza Reyes Gutierrez, Port of Progreso, Mexico. Photo from IMO

Human capital development in the AIVP Network

During the summer period we published several articles and interviews from our members and experts exploring the topic of human capital development. One of the challenges is undoubtedly the combination of digital tools with human skills, as Captain Erik Dalege, President of the European Maritime Pilots Association (EMPA), indicated. As he says, joining human capacities with automation, data transmission, and data evaluation on board is currently the best possible standard.

Lifelong learning has become a common need in many maritime contexts. The new technologies require a constant update of the skills of port city workers. As we can see in the interviews with Mr. Niriko Tsirenge, CEO of Société de Manutention des Marchandises Conventionnelles (SMMC) and Mr. Cihat Lokmanoğlu, President of the Mersin Chamber of Shipping (Turkey), these learning demands are covered with training programs, cooperation with educational institutions and academic centers, such as the with one in Toamasina (Madagascar).

Younger generations are also one of the key target groups of training programs and educational centers as the one in Mersin. After all, children and teenagers will be the human capital of the future. However, port and maritime careers are not always an obvious choice for citizens living in port cities. For that reason, initiatives such as "Forma't al port" or "YEP MED" by Escola Europea are crucial, presenting these opportunities to teenagers, getting them acquaintance with the port environment. This is the same goal for many port centers, to introduce local inhabitants to the port and maritime world, especially young children. In the article from Frank Antich y Amengual, we can learn they explain in the Port Center of Lorient, the different maritime professions to children aged between 6 and 12. Not the easiest audience!



Port visits in Lorient, Port Center of Lorient

Finally, we cannot talk about human capital development without addressing serious problems such as the gender gap in the port sector. Unfortunately, as Tiziana Murgia from Assoport reminds us, the number of women working in this sector remains very low, compared to the male counterparts. Even if changes are slow and take too much time happen, there are fortunately positive steps being taken, such as the new equal opportunity agreement "Women in Transport" recently signed by all Italian port authorities to provide the best conditions for women in ports and to reduce the gender gap.

These initiatives emphasize the increasing importance given by AIVP members and partners to human capital. Therefore, our organization is also glad to support the World Maritime Day theme proposed by the IMO, highlighting seafarers and recognizing their value as a key component of the human capital of port cities.

EMPA – The maritime pilot is an indispensable human resource

Erik Dalege



Erik Dalege, president of the European maritime pilots association

While digitalization is undoubtedly a major transformation underway in the maritime industry, we must not forget the essential role played by humans in bringing ships to dock. A pilot is capable of escorting a ship with the appropriate level of safety, even if the digital means are failing and the weather is threatening. Far from pitting human expertise against new technologies, AIVP wants to emphasize the highly skilled analog work provided by pilots. In the way we imagine the “port of the future”, the smartest option is to consider the complementarity between pilotage on the ship and the automation of certain operations. As part of our “human capital” content block, we were pleased to give Captain Erik Dalege, President of the European Maritime Pilots Association (EMPA), the opportunity to write an opinion piece.

Erik Dalege - The word “analogue” seems to have fallen out of time in an era in which every profession sees radical changes due to the possibilities of digitalisation and automation – even in unexpected areas.

These days, “analogue” tends to be used as the opposite of “digital”. And since the word “digital” is equivalent to dynamic, modern and progressive, the term “analogue” now means old-fashioned, slow, and retrograde.

The analogue human pilot

What knowledge pilots must acquire during their training are described in detail in the Training Regulations for Maritime Pilots. They must have a very precise knowledge of all applicable legislation, local regulations, fairways, buoys, anchorages, lighthouses, beacons etc., and prove this knowledge in a state-approved examination.



19th century painting illustrating pilots

“But what further skills are required? Why are pronounced “analogue human abilities” so important for a pilot?”

It is a matter of recognising what resources are available, choosing which ones he needs, and determining how he can compensate possible shortcomings using his skills and his experience. First of all, he needs to assess the linguistic capabilities of the bridge team. The knowledge of the English language within the shipping sector is wildly heterogeneous, and in most cases anything but comprehensive.

This is one of the pilot's most important duties: He acts as an intermediary for the necessary communication between the piloted vessel, the traffic centre, other traffic participants (ranging from recreational boats to inland navigation vessels up to large tankers and tug boats. All this in a language that is safely and confidently spoken by all of the above, even in extraordinary situations.



View of Hamburg

In the event of a malfunction or an emergency, communication becomes even more significant. Here the pilot turns into a kind of "On-Scene Communicator". He makes the necessary arrangements with the harbour police, the fire brigade, SAR services, emergency tug boats, etc. He translates and explains the events to the Master and advises him accordingly, drawing on both his local and his professional knowledge.

The analogue ability of spatial thinking

Spatial thinking is a cognitive ability that is of great importance for the piloting profession. Spatial perception enables an understanding of the relationship between two objects, i.e. the piloted ship and another moving vessel or a fixed port facility, while one or both of them change their position.

With stop distances of several kilometres, great foresight is necessary to develop an intuitive feeling for when to set the control lever to which speed level in order to pass a certain point with a preplanned speed.

Turning a ship in flowing waters, with the intention of leaving the vessel in the best possible position in an anchorage after the turn is completed, also requires a high level of spatial perception. Anticipating the passing distance to another vehicle and, more importantly, determining whether it will be adequate for the given situation, is an art in itself.



Large container ships on the Elbe navigation canal. Photo by Hummelhummel used under CC BY-SA 3.0. Available in wikipedia.org

Dealing with different cultures, socialisations, and characters

The pilot is the first representative of his country to come aboard a ship, the pilot remains one of the few people with whom officers and Masters can exchange information.

The pilot performs a thoroughly complex mooring manoeuvre or a voyage through narrow pilotage waters with "employees" whom he has never seen before, and whose actual qualifications he cannot fathom. A voyage plan that roughly outlines the necessary actions is signed in no time, and will be quickly filed in the appropriate folder in preparation for the next audit.

Yet it is much more important to "think aloud"; this means that the pilot verbalises his intended next steps, thereby making them transparent for all involved at all times. This is the only way in which the Master, who never stops being the person responsible, can follow and judge what is happening.

The Master may be calling at this port for the first time and therefore be a little anxious of the unknown, while the pilot, who has experienced the same situation many times, is very calm. It is therefore his responsibility to use his presence to give the Master the peace of mind he needs in order to carry out his duties with as little stress as possible.

The ability of intuition

For a vessel's Master, navigation means determining the current position, the point of destination, and the course leading to said point of destination, and then monitoring the progress of the voyage. At the same time the navigation of one's own vessel must not only be safe, but also in accordance with the other traffic participants and in compliance with local circumstances and regulations.

The pilot, on the other hand, does not navigate. Or rather: he pilots, i.e. he navigates intuitively. A high level of concentration is maintained throughout this intuitive navigation, without the pilot being aware of it, and without it being apparent to his surroundings. The pilot can mentally determine the position of a vessel from the corner of his eye.



Piloting a container ship. Photo: Captain Bernhard Ixmeier, Elbe Pilot

Due to his many years of experience and the physical existence of real analogue navigational marks and landmarks, a pilot is able to accompany a ship to her berth with the necessary safety, even if digital supports were to fail.

From all that has been said so far, it is clear why we believe that the pilot must actually be physically on board in order to be as effective as possible.

Conclusion and outlook

Politicians and administrators are correct in arguing that the on-board pilot with digital equipment, supported by the vessel traffic centres of the Federal Waterways and Shipping Administration, is currently the first and best choice. While ships with human crews sail our pilotage waters, it is absolutely essential that they are also brought to the pier by a human. The combination of human skills, automation, data transmission, and data evaluation on board is currently the best possible standard.

The autonomous ship is definitely on its way, but will it really sail without a crew? The development towards an autonomous ship will, I believe, be evolutionary (in small steps), not revolutionary. Different stages will co-exist in different sea areas at the same time.

Most navigational operations will be autonomous, a continuous bridge watch will no longer be necessary, a strongly reduced crew for emergencies and incidents as well as possible maintenance during the voyage will still be in place, and a ship's command consisting of perhaps 2 persons (pilot and co-pilot) with nautical and technical knowledge will remain on board.

“The pilot must physically stay on board!”

Mersin (Turkey): human capital as a key asset

Interview by Denis Davoult



Mr. Cihat Lokmanoğlu,
Mersin Chamber of Shipping

Developing the skills and motivation of employees continuously, whilst ensuring readiness for the jobs of the future: in Turkey, for Cihat Lokmanoğlu, these are two clear and essential requirements. The Mersin Chamber of Shipping of the port city is embarking on a range of actions and cooperation initiatives with various educational institutions.

An AIVP interview with Mr. Cihat Lokmanoğlu, President of the Mersin Chamber of Shipping, focused on commitment n°5 of the AIVP Agenda 2030 "Investing in human capital"

The MERSIN CHAMBER OF SHIPPING has been an AIVP member since 2020.

Training and motivating

AIVP | *Education and training are explicitly mentioned as being part of your roles: whether in terms of "Training and motivating our staff" or "Contributing to the national economy by supporting the need for education in the maritime industry". How do you see that dual mission and social role?*

Mr. Cihat Lokmanođlu, President, Mersin Chamber of Shipping | Our Chamber believes that human capital plays a significant role in success. Therefore, in order to enhance the skills, capabilities and knowledge of our staff, we give special importance to training programs which directly affect our institutional performance as well. These programs help also ensuring "continuous improvement process" which is one of the building blocks of our quality policy. Moreover, various team building activities – organized along with the trainings or separately – increase the motivation and engagement of our staff, and contribute to the development of our corporate culture. In this sense, our staff recently participated in 16 hours basic sailing training program.

Mersin is a city that has very high maritime potential together with educational institutions dedicated to maritime education; ports and companies specialized in foreign trade and maritime transport. In order to provide the qualified human resources that our sector needs, Mersin Chamber of Shipping continuously supports high schools and universities giving maritime education in Mersin. On the other hand, to develop the skills, therefore to contribute to the competitiveness of our members, we are coordinating vocational training programs and seminars (such as STCW, ship agency trainings, logistics and foreign language trainings, IMDG Code, fumigation, draft survey trainings, etc.) for their staff.

Anticipating

AIVP | *Training is about meeting current needs, but also anticipating the skills and jobs that will be needed in the future. How do you identify future developments and requirements, particularly when it comes to defining the content of your training seminars?*

Mr. Cihat Lokmanođlu, Mersin Chamber of Shipping | As you know, maritime is a sector directed and guided by international rules both in terms of education and commercial relations. Conventions, policies, regulations and security codes designated by International Maritime Organization (IMO) are mainly guiding the maritime sector. We, as Mersin Chamber of Shipping, share our opinion and suggestions about various subjects including maritime education, with the Ministry of Transportation and Infrastructure who is responsible for the application of national maritime legislation and international regulations in our country. We also take place in various sectoral committees. The efforts of these committees can be considered as pathfinders for the tendencies and future needs of maritime sector.

However, besides the collaboration and joint studies conducted with universities and professionals, the demands coming from our members also play a key role in determining the trainings that we organize.

AIVP | A maritime high school, "Mersin Naval Chamber of Commerce Vocational and Technical Anatolian High School", opened for the 2009-2010 academic year. What were its initial objectives? And more than ten years after its creation, what are the results?

Mr. Cihat Lokmanođlu, Mersin Chamber of Shipping | MDTO Vocational and Technical Anatolian High School (MDTO MTAL) has been founded 11 years ago with the vision of raising qualified, well-equipped and competitive seafarers for the Turkish and international maritime sector, for Turkish and international maritime by following closely the standards of International Maritime Organisation (IMO). Our Chamber played an active role in introducing MDTO MTAL to our education system, in accordance with the objective of providing the need for qualified sailors in maritime sector, raising the future sailors according to needs of our era and to carry Mersin to higher steps in maritime education.



MDTO MTAL © Mersin Chamber of Shipping

Undertaking the construction project of the school, our Chamber has never stopped giving the necessary support to MDTO MTAL and the school has been designated as "model school" by the Ministry of Education during its construction period. While providing necessary equipment for the simulation center, workshops and laboratories, our Chamber has also started scholarship program in order to increase the motivation of the students and to boost the success of the school. These are just some examples of the supports that are given for helping our students to gain the competence necessary for maritime profession.



Training session. © Mersin Chamber of Shipping

As per the scope of professional training and collaboration program protocol signed between Ministry of National Education, the Union of Chambers and Commodity Exchanges of Turkey (TOBB) and TOBB-University of Economics and Technology in 2019, MDTO MTAL has been chosen as "Pilot School" and took its place among the schools applying special program and project. According to this program, MDTO MTAL has started accepting students with national test system. In frame of this protocol, visible progress has been witnessed at the school thanks to the support of our Chamber. Workshops and laboratories have been renovated and equipped. As we would like to develop the communication skills of our students, language intensive education program has been started via extra English lessons tutored by a native speaker.

MDTO MTAL is actually the only vocational high school in Turkey giving education with 2 training boats. After the initiatives in order to raise the quality of both equipment and education; our school has received 100 full points in quality auditing carried out by the Ministry of Education and is the only school who achieved this score. The school has also achieved to receive authority from Ministry of Transport and Infrastructure for organizing trainings in 37 different titles.



Training young students. © Mersin Chamber of Shipping

In addition to these, sailing and swimming trainings have been provided in order to increase the students' vocational qualifications and motivations. The increased motivation and success of our students, as a result of our efforts, becomes our motivation to think about further initiatives and investments to improve our school. Recently, our students have won the first prize in "Inter-High School Entrepreneurship and Innovative Projects Competition" finalized within last month with their "Ship Mooring Maneuver with Automation" Project.

As one of the thematic high schools in maritime field, our school presents the opportunity of modern and technically qualified maritime education to the students. MTDO MTAL has retrieved a more proactive structure after all the improvements carried out.

Collaborating

AIVP | Finally, can you tell us more about how you work with teaching and research institutions, particularly the University of Mersin and its Department of Maritime Affairs, but also with the private sector?

Mr. Cihat Lokmanoğlu, Mersin Chamber of Shipping | Our main goal is to popularize the maritime education in Mersin. Education has always been in our agenda. Training qualified sea persons will carry Mersin to a more ambitious rank in maritime education. After providing a simulation center to Mersin University Maritime Vocational School of Higher Education and completing the construction project of MDTO Vocational and Technical High School (in 2010), we have taken the task of constructing a new and a modern facility for Mersin University Maritime Faculty.

The construction project has already been started and planned to be completed in 2 years. Once completed, the facility will be granted to Mersin University and the Faculty will be called "Mersin Chamber of Shipping Maritime Faculty". Consisting of 14 thousand square meters of covered area with classrooms, laboratories, dining hall, library, conference and exhibition halls, training indoor pool, parking garage and departments intended for administrative uses; and 8 thousand square meters of open area consisting of ceremonial ground and parking lot.



MDTO maritime faculty © Mersin Chamber of Shipping



MDTO maritime faculty © Mersin Chamber of Shipping

Investing in human capital : the example of SMMC, a logistic company in Madagascar

Interview by José M P Sánchez



Mr. Niriko Tsirenge, CEO of Société de Manutention des Marchandises Conventionnelles (SMMC)

Qualified and well prepared professional are crucial for any succesful company. It is fundamental to promote lifelong training for all employees that will allow them to gain new skills, and qualify them to respond to new challenges, such as smart port tools. In this interview with Mr. Niriko Tsirenge, CEO of Société de Manutention des Marchandises Conventionnelles (SMMC) we will learn about their Port Academy Center Toamasina and the new agreements with the universities that help port workers to be more efficient and develop their careers.

The Société de Manutention des Marchandises Conventionnelles (SMMC) is member of AIVP since 2019.

AIVP | "Respecting our human capital" is one of the cardinal principles of SMMC's Code of Conduct. We often understand the concept of human capital to include training of personnel, whether in technical skills such as using specific tools, or for reasons of social responsibility, such as raising awareness of barrier measures in response to Covid-19.

What is your vision of human capital, and how do you promote it?

Mr. Niriko Tsirenge, CEO of SMMC | Human capital is the driving force that spearheads any development initiative. For a long time it was overlooked in favour of more utilitarian, authoritarian management approaches. But it must now be central to our efforts and our concerns. That is our firm belief.

In that sense, we need constantly to ensure that we are equipped with the right skills needed to effectively tackle the new demands of the technical and technological transformation sweeping through the shipping world in general. We can only do that by focusing on providing support and training to our workers, enabling them to remain productive, happy, and committed to our strategic goals and HSEQ targets.

Launching of HSEQ objectives



Launching of the HSEQ Goals. SMMC

AIVP | The Port Academy Center Toamasina was officially opened on 17 November 2020. It is a place dedicated to awareness and education about port careers. A knowledge-sharing centre for maritime and port activity, this new site echoes the wider Port Center concept that AIVP has been promoting for many years.

How will SMMC use the Port Center Academy? What is your involvement with this initiative?

Mr. Niriko Tsirenge, CEO of SMMC | The Port Academy Center of Toamasina (PACT) meets all current training requirements in the port sector. It is a major opportunity for SMMC, as the creation of this centre comes at the same time as we are reforming our policy on the management of human capital.

Our links with other port organisations who hold their training sessions there, so all of our technicians can benefit from them. That is unprecedented for us, as our staff can develop cross-cutting skills and acquire a deeper understanding of port careers and all of the different port operations.

Finally, the PACT brings undeniable benefits, as training and structural costs are reduced by pooling resources.

Training action in the Port Academy Center of Toamasina



Port Academy Center of Toamasina. SMMC

AIVP | In August 2020, SMMC signed a "Partnership Agreement" with Barikadimy University, and specifically the Law, Economic, Management, Mathematics, and Computer Science departments. A new "port management and logistics" course was created in conjunction with SMMC, to develop the skills of undergraduate students looking for careers in the port sector.

Can you tell us more about the teaching provided and your involvement with this course?

Mr. Niriko Tsirenge, CEO of SMMC | SMMC's senior directors have committed to this initiative, as a way of modernising the image of the port sector in Madagascar and attracting new talents, while passing logistics and port knowledge to as many young people as possible, preparing them to take over the baton in the future.

Our aim is to provide young people with standard training in executive and non-executive careers in the port logistics industry. It is driven by a shared observation that there is going to be a real shortage of manpower and managers in the years ahead, if action is not taken right now in Madagascar.

One of the most edifying aspects of this commitment is that it will see us constantly update our knowledge. All of the classes we teach at the University are designed to be adjusted, to reflect real-world technological progress and changes in logistics and port practices.

That responsibility means we have to pay very close attention to developments and be extremely proactive in a constantly changing world. Incidentally, our CEO, Niriko Tsirenge, the Operations Director and other executives from SMMC regularly teach classes in Port Handling Management. Our competitiveness is improving, our offerings are developing, and our objectives are optimised thanks to our monitoring work, which has redoubled since we began our collaboration with the University.

Training session in SMMC



Training session with SMMC workers

AIVP | *There was a digital culture training course in February 2021, which featured prominently on your social media accounts. We followed it with interest: dematerialisation and digitisation of port processes are racing full steam ahead in Sub-Saharan Africa. But smart ports must not forget the importance of human beings!*

How does digitisation require training and awareness of workers?

Mr. Niriko Tsirenge, CEO of SMMC | Digitisation is undeniably a game changer for the port sector in Madagascar. It is already having an impact on job descriptions and the organisation of companies that adopt it, and will continue to do so in the longer term.

Any organisation that wants to improve its competitiveness and leadership now has every reason to embrace this technological transformation.

However, that is only possible by involving all of the stakeholders involved right from the outset: employees, as well as private and public partners. Digitisation cannot be achieved alone, as it really only makes any sense if the whole system moves to implement it gradually. Hence the need to inform, educate, raise awareness, communicate, and above all support the managers and technicians through this major change.



Unloading the ship in port

Lorient Port Center: youth, the future of the port

Frank Antich y Amengual



Frank Antich y Amengual, Directeur d'étude-Economie maritime. Agence d'Urbanisme et de Développement Economique du Pays de Lorient

In goal 5 of the *AIVP Agenda 2030*, we highlight the need to invest in human capital from an early age. It is necessary to promote the interaction of children and youngsters with port community and professionals. In order to do that, one of the best tools are Port Centers, with which an educational program can be developed. However, there are many types of Port Centers, either physical ones, with buildings hosting exhibitions, or virtual, such as it is the case of Lorient, that we will discover in this article. Frank Antich y Amengual, Head of Research at AudéLor, explains the importance of cooperation and two concrete projects that bring the port closer to the students.

Port development strategies are important, whether they concern markets, traffic, or structural port investments. But port territories would not exist without the expertise of the many men and women who work day in, day out, to keep port cities alive and kicking. That human capital, inherited from the civilizations that discovered and conquered the oceans, is the vital link in the entire global port logistics chain. The impact of the current pandemic is a reminder that without these people, who often work unseen, maritime shipping – and by extension ports themselves – face huge functional difficulties.

“Carnet de Bord – Logbook” for children

One of the Port Center's roles is to encourage the population to take an interest in careers in the maritime sector. As in many maritime cities and regions, the residents of Lorient are often unfamiliar with the many different port jobs that exist. Following many discussions with partners and feedback shared with the Port Centers of Genoa and Bilbao at meetings arranged by AIVP, Lorient Port Center has chosen to target children aged between 6 and 12, through a series of articles and illustrations presenting port careers. Lorient Port Center is “dematerialised” and has no physical site. For this reason, we have decided to invite people to learn more about jobs in the various maritime fields locally, through interviews with professionals illustrated in a fun and artistic way. Together with our partners, we are proposing to showcase four or five jobs every year. Lorient Port Center covers all of the ports in our territory (fishing port, commercial port, ocean racing port, marina), and through these interviews the port center is aiming to educate young people about the wealth and diversity of the different professional careers available. With the creation of a Logbook – Carnet de Bord (in paper and digital formats), Lorient Port Center is introducing young readers to maritime professionals. A harbourmaster, crane operator, laminator, fisher, and marine commando all talk passionately about their jobs and their expertise.



Illustrations of the “Carnet de bord”. Author Monsieur QQ.

Visiting the port

Another initiative supported by Lorient Port Center to promote human capital is the work developed and organised by Lorient's Maison de la Mer. Since it only exists virtually, Lorient Port Center naturally relies on strong partnerships with other organisations that act as maritime mediators. The Maison de la Mer works with all our ports and the tourist board to arrange tours of all of the ports and present maritime careers to members of the public, and in particular local schools. It also offers specific educational projects for all teachers in the Lorient region. This collaboration enables us to reach out to a much wider target audience, whilst optimising our resources. These various initiatives promote the work of the men and women involved in the day-to-day activities of our ports, and help forge links with future generations of maritime professionals.



Port visits. Maison de la mer.

Escola Europea : how to train and raise awareness of 21st century port issues

Interview by Théo Fortin



Mr. Eduard Rodés, director of the Escola Europea

Escola Europea is a training centre founded in 2006 by the ports of Barcelona, Roma, and Genoa, and the maritime companies Grimaldi Lines and GNV. This public-private consortium offers training sessions for professionals, secondary and university students. Escola Europea promotes intermodal transport as the basis for sustainable logistics in Mediterranean countries. Its headquarters are in Barcelona (Spain), with an office in Civitavecchia (Italy) as well. Human Capital is one of the goals of AIVP's Agenda 2030, and we have been delighted to interview Mr. Eduard Rodés, director of the "Escola Europea".

The origins of Escola Europea

AIVP | On your website we have learned you have three open courses for the moment, on topics as diverse as energy transition in ports or multimodality with rail connections. Port of Barcelona and Port of Genoa, who both are founding members of AIVP, seem to be essential partners.

How was the Escola Europea created? Do you have other partners other than those mentioned above, for example local authorities?

Mr. Eduard Rodés, director of the Escola Europea | The Escola was born from an initiative of the Port of Barcelona which aimed to promote short sea shipping in the Mediterranean, with a particular focus on the lines connecting Spain with Italy. The initial financing for the launch of the Escola project came from the Marco Polo Programme of the European Union's DG MOVE. It has since then been recognised as a success case in the field of training and the promotion of intermodal transport. Alongside the port authorities, shipping lines also participate in the Escola initiative – something that is crucial to its training activities as they are the service providers. The Grimaldi Group and Grandi Navi Veloci (GNV) from the MSC group are founding members of the Escola alongside the port authorities of Civitavecchia, Genova and Barcelona – which you have correctly mentioned. Apart from these main partners, other private companies and local authorities collaborate in the development of the Escola's activities that benefit the local communities, as can be seen with our work with for example the city councils of Barcelona and el Prat de Llobregat (both municipalities where the Port of Barcelona is located), and Civitavecchia's one as well, or the regional entities such as the Barcelona Provincial Council or the government of Catalonia.



AIVP | *Professional orientation must start early: from secondary education, students must be informed about the opportunities offered by the port sector. Sensibilization is essential to make them able to choose an adapted education, so as to access interesting jobs. It seems to us that your programme "Forma't al port" can constitute such a tool.*

How do you raise the interest of young people in port activities, and has it changed since you launched the programme in 2014?

Mr. Eduard Rodés, director of the Escola Europea | The Forma't al Port programme (translated as "Get trained in the Port") launched what can now be seen as a new positioning of port communities with regard to their relationship with the training centres in their cities. You point out the importance of reaching young people, and that is the main thing. But in order to reach them, you first have to establish a direct and collaborative relationship with the training centres themselves, and that is now starting to become a reality. The world of education is very complex, and we have made a learning process of its structure and functionalities over the last few years. Forma't al Port was created to allow students of Vocational Training in Logistics and Transport and International Trade learn about the activities of the commercial port and its involvement with international supply chains. Subsequently, universities that had programmes and degrees linked to these contents and to port operations, and which at the time did not have stable collaboration frameworks in place, as surprising as it may seem, were incorporated into the programme.

Today, our programmes are part of the training curriculum of these degrees, which can no longer be understood without these essential components, both in terms of content and in terms of what it means for a training that is being transformed from instructive to constructive: training is placed in a context, which then becomes a fundamental part of the knowledge associated with this learning. We are currently working on setting up a programme for guidance counsellors for students aged between 16 and 18, an age when young people have to start deciding what they want to study or where they want to work in the coming years. In order for them to know what we do, and with the intention of attracting talent early on, we have started to develop the Descobreix el Port (Discover the Port) programme. In this programme we introduce up a wide range of possible professional profiles, which in cities with a port often include activities in the tourism and nautical sectors.



More than a hundred students have followed July's course.

YEP MED: vocational training in the port

AIVP | *Contracting 420 internships in 7 different Mediterranean countries: this is the end goal you have for the YEP MED, an EU project you are leading. We would also like to learn more about this project's vocational training section.*

How do you prepare young students to join the port sector? Which are the most essential skills to satisfy a port recruiter's requirements?

Mr. Eduard Rodés, director of the Escola Europea | The YEP MED project has the participation of 8 port communities from 7 different countries. In order to progress the project, in particular facing a new and unfamiliar context such as the pandemic caused by the COVID-19 virus, it was necessary for us to rethink the contents and the way we would carry them forward, without changing the essence of the initial project approved by the European Commission in the pre-coronavirus reality. The contents thus that were developed have focused on the management of sustainable import and export operations in international trade from the perspective of a freight forwarding company. With this approach, it was necessary to understand the door-to-door operations and the entire logistics chain that must be serviced, its external costs, passing through the ports and their operators: terminals, consignees, port authorities, customs, etc. The result has been surprising for everyone, as it became possible for us to reproduce operations practically identical to those of the real world, but in a virtual business environment. What started out as a problem – with the implementation of virtual learning and the closing of all borders – has become an opportunity and the start of a new generation of simulation-based educational tools.

A second unifying element has been English, which became the "lingua franca" of the training and is now essential in our sector. This has allowed the students to collaborate with students from other centres in other countries during the courses when working out their operations. This has been fascinating for both students and teachers. It is something new that normally would have taken many years to get off the ground.

The third element has been the immersion in the digitalisation processes of companies in the sector, which have been drastically accelerated by the pandemic. Sustainable international trade, English, digitalisation and participation in international teams have proven to be a winning approach. The whole process is completed with internships for students in companies and dual training when possible. Companies have begun to understand that they are also part of the solution and that they must get involved and collaborate.



Professional training in the framework of YEP MED project.

YEP MED: helping unemployed people

AIVP | *In Mediterranean countries especially, youth unemployment is a difficult issue to deal with, as in Spain where it has reached a 37% high in 2021. On the one hand, port companies often complain that the labour market cannot match their needs; on the other hand, unemployed people complain that port jobs are inaccessible for them. Unemployment seems precisely to be an important section of YEP MED.*

Mr. Eduard Rodés, director of the Escola Europea | For many years now in the labour market there has been a higher demand for people trained in port industry profiles than what was available. And this demand of trained people should increase immediately. Improving the situation in the Mediterranean means increasing exports from all countries, both along the south-north routes as well as the south-south ones. This means that more companies, especially SMEs, must internationalise themselves. This will also be possible thanks to e-commerce, which will facilitate this type of trade. And in order to make these operations possible, trained operators will be needed to manage the shipments of these products from origin to destination, and therefore many operators will be needed to make this possible.

We are entering an interesting time when we will enter into intense robotisation processes, but at the same time we will need well-trained professionals to effectively manage these operations. And for an operation to be effective it will have to be environmentally sustainable. If we get it right, there should be no shortage of jobs in our sector in our near future. Essentially, we would want the port industry to become the driver for this change – embracing digitalisation, innovation and sustainability, and therewith modernising our sector whilst providing quality jobs and protecting our Blue Planet.

Gender gap in the port sector. Italian ports undersign a new equal opportunity agreement

Tiziana Murgia



*Tiziana Murgia, Communication
Director of Assoport*

Women in Transport – the challenge for Italian Ports

During a period in which international news remind us that basic Women's rights are in jeopardy in some regions, it is important to discuss about the situation of female labour conditions even in developed and industrialized countries.

Indeed, one of the main issues in relation to human capital and value of the person referred to ports and surrounding areas regards the role of Women in Transport. A key issue that has been brought to the EU level in diverse occasions and with diverse results. One thing is still certain, the

number of women working in this field is still very low over the EU and, in particular, in the South of Europe.

If, on the one hand, an important initiative on the EU level, named Women in Transport was put into place in 2017, on the other hand the real situation in the transport field is that women have not yet reached their potential and do not have significant roles both in terms of numbers and in terms of actual functions.

As one of the first official communications sent to the Italian Ports Association, the new Minister for Infrastructure and sustainable transport specifically requested that new initiatives to overcome the gender gap be put into place. For this reason, the Italian Ports Association launched a working group composed of a representative from each Port Network Authority so as to activate useful actions aimed at reducing the gender gap.

The project "Women in Transport – the Challenge for Italian Ports" foresees a first step on behalf of the Italian Port Network Authorities to then be disseminated through port areas, in particular, to terminal operators and port operators in general. It takes as example the UN Sustainable Development goals, as well as the provisions of the European Union with reference to the Next Generation EU.

The working group thus realized a Gender Pact that has already been undersigned by the Port Network Authorities that are now working in the dissemination in port areas so as to create the best conditions for women in ports and to reduce the gender gap.

This means working on giving value to the activities carried out by women in ports and defining policies that are adequate for female workers. It also means including women in the decision-making phases making them part of the picture during the important steps in producing documents to improve the status of female labour. For a country in the South of Europe and for this sector which traditionally lays its foundations on male decision-making mainly due to tradition, this means a complete change of paradigm.

So as not to be a simple document that remains as such, the working group will now be working on the verification of its actual application as well as working on an online platform for the open discussion of best practices and examples of reduction of the gender gap.

The Pact has been sent to the Minister who immediately considered the document an element to be promoted in as many places as possible in the transport sector considering that, as already said, the Gender Gap is and remains an issue for the Italian Transport sector.

In general, according to the Global Gender Gap report of the World Economic Forum issued in March, Italy is placed at the 63rd position on 156 countries in the world which makes it quite a low ranked country for EU standards. It seems that another generation of women will have to wait for gender equality according to the report. As the impact of COVID-19 continues, closing the gap has increased by a generation from 99.5 years to 135.6 years. However, it is necessary that the pandemic not be used as an excuse to postpone a necessary move toward this essential step for a complete social sustainability.

There is therefore a strong need for this sector to move forward as despite the many conversations in the industry about gender inequality, little has been done to improve the situation for women in the railway, aviation and shipping industries.



Karla Figueroa Mex, Esperanza Reyes Gutierrez, Port of Progreso, Mexico. Photo from IMO

Italian Port Days

The strong vision and objective of the Italian Ports Working group will be presented during the initiative Italian Port Days, which has adopted a 2021 logo in the colour of objective 5 in the UN Agenda and which will hold contemporary gender events all over the country to illustrate the Pact undersigned and give voice those Women who have distinguished themselves in the field.

However, it is important to note that the total number of Presidents of Port Network Authorities and General Secretaries at present are all male and consequently the decision-making policy area is not in the hands of women. Same thing goes for National trade Associations and National Union representatives.

This important initiative which has just begun might just be the right step to change the future of Italian Ports. In this regard, the new National government could change the male tradition giving value to the many women who have long worked in the field and have strong professionalism.

Port Authority of Kribi (Cameroon): the human factor, a capital asset

Interview by Denis Davoult



Patrice MELOM, General Manager,
Port Authority of Kribi (PAK)

Convinced that its development and efficiency cannot be achieved without a constant evolution of skills, the Port Authority of Kribi is multiplying actions and partnerships towards this purpose. This conviction will notably be translated by the creation of a training centre for port professions. It is also supported by a dynamic communication strategy enabling the port and its employment opportunities to be better known. Attracting new talents also means offering them an attractive living environment. And this is also one of the objectives of the framework agreement between the Port and the City of Kribi. An interview with **Patrice MELOM, Director General, Autonomous Port of Kribi (PAK).**

The Port Authority of Kribi is a member of AIVP since 2017

AIVP | *General Manager, in 2018 you signed a partnership agreement with the Port of Antwerp (also an AIVP member). Skills transfer and training is one of the lines developed in the framework of this partnership. What actions has it enabled you to carry out to develop your human capital?*

Patrice MELOM, General Manager, Port Authority of Kribi (PAK) | That is correct, Port Autonome de Kribi has been linked to Port of Antwerp International (PAI) by a Cooperation Agreement since 2018. Moreover, on 1st July this year the Agreement was renewed by video-conference for a further three years. The Agreement was to have been extended tacitly but we had to sign certain documents because it had been redrafted. The new framework agreement now covers a wider and more ambitious field of activities which is better aligned to the challenges facing the Port of Kribi. The most important areas are: developing its berthing capacity and operational performance; developing the attractiveness of the industrial zone; improving accessibility and connectivity with its hinterland; and achieving harmonious coexistence with the environment through sustainable and inclusive development of its territory of influence.



2018 – Cooperation Agreement PAK – Port of Antwerp International @ PAK

Having said that, the recent signing of the PAK/PAI Cooperation Agreement was a good moment to review the first three years of the partnership. I was able to thank the management of PAI in general, and particularly those responsible for APEC (Antwerp Port Training Center), for the assistance they have given PAK in terms of human resource training.

In the framework of this Agreement we have basically been able to organise benchmarks with the Port of Antwerp for twenty senior staff of the Port Captains Department and the Development and Environment Department (DAME), to provide a basis for their operational capacities.

Unfortunately we must recognise that the COVID-19 pandemic has been a severe set-back to the action plan drafted for implementing the Agreement. Nevertheless, we are quite pleased with what has been achieved and we have made a fresh start since July on a new basis, taking into account the possibilities of more flexible online procedures which can be followed even in times of crisis.

AIVP | *In 2019 the 1st Kribi General Youth Forum was held. The creation of a training centre in Kribi for port and industrial careers was announced at the Forum. A study was launched at the beginning of 2021 to evaluate training needs in these careers. What are the first conclusions of the study? When will the centre see the light of day and how will it be financed?*

Patrice MELOM, General Manager PAK | The project for the creation of a training centre in Kribi for port and industrial careers is being implemented. On 14th January this year a seminar was held to discuss the launch of the feasibility study for the project. Implementation is based on a close partnership between the University of Douala in Cameroon and the IUT of Strasbourg University (UNISTRA) in France. They have a long-standing relationship, notably through the presence in Cameroon of GESCOD (Grand Est Solidarity and Cooperation for Development). On this basis, UNISTRA and the French Embassy, together with the Port Autonome de Kribi (PAK), have developed the project for the feasibility study for the Training Centre with three principal components:

- the development of blocks of competences for initial and continuous training;
- the establishment of a governance structure combining companies and public organisations;
- and finally an architectural study for the building which will house the Centre in Kribi.

A project team has been formed for this purpose. The main purpose of the discussions with experts during the seminar in January was to inform the public, companies involved in the port of Kribi and local elected officials about the initiative, and to invite them to join the project team. Obviously, the next step was to collate the training needs reported by companies in order to design a programme for direct training applicable to jobs on site. This shows how the implementation of this project will enable us to respond to problems of professional qualifications which affect the performance of many of the companies that make up the Kribi port community, while improving the country's provision of training oriented towards local development.

The feasibility study was launched in January this year and should take 18 months. This means that the results are not yet available; however, we already know that the types of initial training course offered by the Centre will be Bac+2 (two years following completion of secondary education) and a three-year bachelor's degree. For continuous training, blocks of modules will be proposed to meet the needs identified by companies.



2019 – Kribi General Youth Forum @ PAK

AIVP | *Meanwhile, what actions have you already set in motion to tell city inhabitants more about the port, its activities and the job opportunities it offers?*

Patrice MELOM, General Manager PAK | Promotion is a continuous process in PAK. We promote ourselves principally through digital outlets and the press, via the PAK website (www.pak.cm), its Facebook, LinkedIn and Twitter accounts, our weekly electronic newsletter, the in-house magazine, information leaflets and periodic publicity inserts. We also have a communications campaign going on at the moment, with posters and audiovisual spots broadcast in the national and international media. These communications talk about the quality and performance of our infrastructure, and about our quite enviable geo-strategic positioning.

We also promote the port through regular participation in high added-value events like trade fairs, expos, etc. We make use of these opportunities to communicate other messages about the national and sub-regional importance of the Port of Kribi; the operational excellence of our infrastructure; and the business, investment and employment opportunities available.

PAK is in a partnership with the National Employment Fund (FNE), with a view to combining our efforts to promote the insertion of the young people of Kribi into careers. We have also developed a line of cooperation with the academic world, especially public universities and state-supervised schools, through which we offer paid job-experience positions to students – and even to those who are finishing their studies – to allow them to obtain a few months of professional experience. Some of these positions lead on to an employment contract with PAK.

Furthermore, we organise our own promotional events such as the Port Hackathon. This was held for the first time in 2021, with more than 142 young start-up teams and other students fascinated by ICT. The initiative itself and the enthusiasm of the young participants helped to raise PAK's profile and to position it as a modern, innovative, "smart" company.



Hackathon 2021@ PAK

Finally I would like to mention the implementation of our CSR policy, more specifically the Kribi Socio-Economic Support Programme (PASEK) initiated by PAK, which constitutes a genuine platform for exchange with neighbouring communities. Through this interface, we are leading activities to support school excellence, health, sustainable development and many other areas. All of these carry the PAK logo to a local, national and international public.

AIVP | *In July 2019 you signed a framework agreement with the City of Kribi. Among the areas targeted for cooperation is the will to "build the city together", particularly through training in territorial co-construction and port-city relations. Can you tell us a bit more?*

Patrice MELOM, General Manager PAK | That is correct: the objects of the agreement signed on 30th July 2019 are territorial co-construction and port-city integration. Various bi-partite work sessions have been organised, allowing both sides to assume their roles under the framework cooperation agreement and reflect internally about how it can be put into effect, and what sort of body should be set up to operate it. One concrete action has to do with managing the parking of heavy goods vehicles in the city of Kribi.

It must be recognised, however, that the actions to which we committed in 2019 have been paralysed by certain circumstances; one of these is law N°2019/024 of 24th December 2019, comprising a general code for decentralised territorial organisations in Cameroon which prescribes the reorganisation of urban communities. As a result of this administrative change, our partner – CUK (Communauté Urbaine de Kribi) – has become the City of Kribi.



Port-city Agreement

In real terms, we had to sit down with the new executive from the City of Kribi to update our framework agreement. A number of working sessions have been held and we are clearly getting close to the signing of a new project, which will bring us into line with the changes in the administrative plan and also allow us to integrate the new strategic perspectives of both sides.

But already at this stage we can say that this agreement covers, and will certainly continue to cover, numerous aspects of urban redevelopment as a whole, particularly mobility and accessibility, protection of the environment and preservation of natural resources, sustainable urban development, as well as the co-construction of the city that you mentioned and the attractiveness of the port city.

I should add that the Kribi Industrial-Port Complex project contains an important element entitled "New City". Obviously, this does not mean creating an administrative unit separate from Kribi. It is rather a question of developing high-quality urban infrastructures in significant numbers within the city (housing, shopping centres, schools, hospitals, leisure areas, etc.), to satisfy the demands of a generation of middle-class users that will undoubtedly be drawn to the port of Kribi. In view of this, coordinated work will be needed more than ever, bringing more meaning and consistency to the partnership agreement between PAK and the city of Kribi.



Port of Kribi @PAK

AIVP Port City Talks: “Developing Human Capital in Port Cities: strategies, projects, and results”

Webinar



Celine Rolland



Jose Llorca Ortega



Mark Assaf



Maurice Jansen Idfoey

Ports are economic engines for the regions where they are hosted. Their impact has been often measured in GDP growth or tons of cargo, but also in other socially relevant metrics, such as the number of jobs port activities create. In many port cities, these jobs still often carry the stigma of being physical activities for people with low qualifications without much future. Instead, what we see is that, to address current port city challenges like the energy transition or the digitisation, the human capital is key, and highly qualified professionals will be necessary. As the president of the port of Rotterdam said some years ago, “it’s the people who make the difference”. However, it is not easy to foster innovation and convince younger generations that ports offer an interesting context to develop a career.

AIVP, recognizing the important role of human capital - the people - in developing sustainable port-city relationships, decided to include it in the Agenda 2030, as goal 5. In this goal, AIVP emphasizes the importance of investing in the human capital, promoting life-long professional training and personal development for the citizens. The new technology will require new skills and new knowledge, therefore, port and city authorities and companies, will have to provide training so the workers are prepared to deploy green and smart solutions in cities and ports. At the same time, it is necessary to foster better coordination and interactions between the educational institutions and the companies, to guarantee a better match between the supply and demand of qualified workers. All this, while facilitating spaces that facilitate innovation and experimentation.

In this webinar we will learn from three speakers, representing different approaches and experiences. From the case of UNCTAD, we will learn a global perspective on the development of human capital and the needs of education and training to accompany maritime changes. In Spain, Puertos del Estado has made a clear investment on innovation with the program Ports 4.0, inviting researchers and start-ups to develop new ideas. From the Business School EM Normandie – IPER we will learn the perspective from a leading educational institution in port management and logistics. With the help from Mr. Maurice Jansen, AIVP expert in Human Capital with a broad experience in educational projects, we will discuss these cases to learn best practices for the future of port cities.

We look forward to welcoming you in this online dialogue!

Request **Access**

Tel: +33(0) 235 427 884 | **fax:** + 33(0) 235 422 194
aivp@aivp.org

www.aivp.org

