



INTERNATIONAL LABOUR ORGANIZATION

# Port worker Development Program in Bulk Terminals II (PDP II)

DEVELOPMENT COOPERATION  
FINAL PROGRESS REPORT (FPR)

Basic Information	
Countries covered:	Global
Donor:	Ministry of Oceans and Fisheries, Republic of Korea
Budget:	USD 370,697.27
TC Symbol:	GLO/13/30/ROK
Administrative unit:	Transport and Maritime Unit, SECTOR
P&B Outcome:	Outcome 13 (2014-15); Outcome 5 (2016-17)
DWCP outcome:	GLO217
Start date:	23 Nov 2014
End date:	30 June 2017

Reporting Information	
Report prepared by:	Noh, Jinhak / Nov 2017 <i>Jinhak Noh</i>
Report reviewed by:	Wagner, Brandt / Dec 2017 <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Reviewer initials: <i>DBL</i>
Report approved by:	Van Leur, Alette / Dec 2017 <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Approver initials: <i>pp Alette Van Leur</i>

## Summary

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The outcomes of the PDP II Phase 1 project, funded by the Korean Government, were to develop systematic, specific and centrally-organized training materials for building the capacity of port workers, port authorities, terminal managers and instructors from bulk terminals handling major three cargoes: coal, fertilizer and iron ore. The underlying philosophy of PDP II is that the provision of centrally prepared training materials would make a significant contribution to the reduction of the incidence of accidents and other health issues and to improve cargo handling efficiency.

The training materials were successfully developed to cover 'best practices' related to the transport, handling and storage of the three cargoes; safe conditions of work in dry bulk terminals and ships; and operations of specific equipment (quayside gantry cranes and other equipment). The materials were based on specific international standards and tools such as the ILO Code of Practice on Safety and Health in Ports, the International Maritime Solid Bulk cargoes (IMSBC) Code and the ILO/IMO Code of practice on Security in Ports.

These materials were tested and validated through the validation workshop held in Busan, Republic of Korea on 2-4 March 2016, in collaboration with the Korea Port Training Institute (KPTI). Fifteen experts from the port industry, academics and training institutes attended the workshop. They made various comments and suggestions for revision, which were properly incorporated into the final product.

Training materials developed in Phase 1 are already accessible through the ILO webpage and provided to the port authorities and institutes upon their requests (include web link). The materials were also shared with many relevant experts who had participated in port-related meetings organized by the ILO Sectoral Policies Department (SECTOR). Moreover, the Korea Port Training Institute (KPTI) will start using the materials in new training courses for portworkers. During the Phase 2 project, any additional feedback from users would be integrated in the training materials.

The internal evaluation, carried out in December 2016, found out that the immediate objective of the project, *contribution to improving cargo-handling performance, working conditions, safety, status and welfare of workers in bulk terminals and carriers*, was somewhat ambitious for the project scope and resources. This objective would only be achieved in the long run, when the training materials produced in Phase 1 and 2 start to be used by port authorities and port worker training institutes around the world. It is expected that the PDP II materials would benefit 250,000 port workers currently handling bulk cargoes around the world, plus 65,000 new entrants over the next 10 years.

Lessons learned from Phase 1 were well integrated in the planning and implementation of Phase 2, which started in October 2016. The methodology and format agreed on in Phase 1 is now being replicated for the production of training materials for other two commodities (grain and alumina/bauxite).

The termination date of the project was extended due to the delay in the validation workshop in the donor country and the change of the CTA of the project.

## SECTION A: RESULTS ANALYSIS (Outputs, Immediate Objectives)

### 1. Outputs

Immediate Objective 1: Cargo-handling performance, working conditions, safety, status and welfare of port workers are improved.

Output weighting	Percent completion	Indicator targets (compare planned against actual)	Analysis of output delivery
<b>Output: 1.1 Systematic and continuous training schemes established to build the capacity of tripartite constituents on occupational safety and working conditions</b>			
60%	55%	<p>Planned: Development and production of PDP II training materials for port workers</p> <p>Training workshops for bulk terminal stakeholders in order to properly test the validity of the training materials</p> <p>Actual: The PDP II training materials were successfully developed and produced. They were also validated through the pilot training workshop in the donor country.</p>	The output of the project is the production of training materials for port workers in bulk terminals. The product quality was evaluated and accepted to meet the satisfaction criteria indicated in the terms of reference of the project.
<b>Output: 1.2 Institutional arrangement at national and port level are in place to enable the successful and long-term implementation of the ILO PDP. Safety culture and understanding of the importance of training is established.</b>			
20%	15%	<p>Planned: Assistance to one or two terminal operators selected for the test of the materials to ensure that all port workers are provided with appropriate training</p> <p>Actual: In Phase 1, three terminals were selected to help provide the project performer with best practices and training materials they have. A validation workshop was organized in donor country, with the participation of terminal managers, to review the material prepared by the project. Practical training for port workers will be scheduled to be held in the donor country in Phase 2 of the present project.</p>	These training materials were tested in the donor country but should be validated in more bulk terminals in Phase 2. Three bulk terminals, one in donor country and other two in Australia, were included in developing the training materials. In Phase 2, three more terminals will be selected and a validation workshop will be held in Malaysia.
<b>Output: 1.3 Appropriate assessment and evaluation forms and procedures for the trainee.</b>			
20%	18%	<p>Planned: Development of proper and detailed materials for testing procedures and evaluation, etc.</p> <p>Actual: In each Unit developed, worksheets and test sheets for participants of training course were well organized.</p>	Appropriate assessment and evaluation forms were developed and included in the training materials.

(Above: repeat for each output and immediate objective, as necessary)

### Rating of output delivery

CLASSIFICATION <sup>a</sup>	
<input checked="" type="checkbox"/> <b>Highly satisfactory</b> Almost all (>80%) outputs were delivered and the quality (>80% of planned indicator targets met) of outputs was good.	<input type="checkbox"/> <b>Satisfactory</b> The majority (60-80%) of outputs were delivered and the quality (60-80% of planned indicator targets met) of outputs was fair.

<sup>a</sup> This is a self-assessment

- ☐ **Unsatisfactory**  
Some (40-60%) outputs were delivered and/or there was a problem with the quality (40-60% of planned indicator targets met) of outputs.
- ☐ **Very unsatisfactory**  
Few (<40%) outputs were delivered and/or there was a serious problem with the quality (<40% of planned indicator targets met) of outputs.

In Phase 1, the project was mainly aimed to produce the centrally prepared, properly tested and validated training materials for port workers in bulk terminals. The training materials were successfully developed to cover 'best practices' in bulk cargo-handling terminals and to include the international standards such as ILO Code of Practice on Safety and Health in Ports, International Maritime Solid Bulk cargoes (IMSBC) Code and ILO/IMO Code of practice on Security in Ports.

These materials were tested and validated through the validation workshop held in the donor country. The participants in the workshop made various comments and revision requests, which were properly incorporated in the final product. Though the number of participants was not enough to certify in general the quality and relevance of the training materials, they have appraised them as good training materials.

Training materials developed in Phase 1 are already accessible through the ILO webpage and are available to the port authorities and training institutes upon their requests. The materials were also shared with many relevant experts who had participated in port-related international meetings. During the Phase 2 project period, any additional feedback received from users will be integrated in a proper manner both in Phase 1 and 2 training materials.

## 2. Immediate Objectives and Decent Work outcomes

### 2.1 Immediate Objectives

Indicator	Baseline	Indicator targets (compare planned against actual)
<b>Immediate Objective: Contribute to improving cargo-handling performance, working conditions, safety, status and welfare of workers in bulk terminals and carriers</b>		
Operational training materials developed and published	No systematic, centrally organized training scheme	Planned: Provision of centrally prepared, properly tested and validated training materials for port workers dealing with three major cargoes  Actual: Training materials for this purpose were developed in accordance with the plan designed and the terms of reference of the project.
Well-trained and motivated port workers in bulk terminals through the use of developed training materials	Partly trained with ad-hoc, incomplete on-the-job instruction	Planned: Training plan for port workers through the use of developed training materials was not planned in Phase 1. This is a rather long-term target immediate objective of the PDP II  Actual: Given the limitations and incompleteness of the project plan, this objective was not possible to be achieved in Phase 1. It could be pursued and achieved once Phase 2 is completed and resources are allocated to organize the courses for the end-users.
Constitution and operation of expert group, Selection and cooperation with partnership terminals	The quality of the product largely depends on the participation of various experts from the port site.	Planned: Three partnership terminals and one expert group were planned to be involved in developing the training materials in order to enhance the quality and pertinence of the materials.  Actual: As planned, three terminals were selected and involved in the project process. They supported terminal visits of the project team and provided valuable technical knowledge and best practices in their places.  The expert group was constituted to monitor and revise each draft product. In the validation workshop, many participants from partnerships terminals and the Korea Port Training Institute (KPTI) made requests to complement several parts of the materials
<b>Analysis of immediate objective achievement:</b>		
The immediate objective of the project was not likely to be fully achieved in Phase 1. This objective will be able to be pursued during the whole PDP II project period and even after the whole training materials were developed. In Phase 1, most efforts were concentrated on producing the centrally prepared, properly tested and validated training materials for port workers dealing with three major cargoes. The training materials produced in Phase 1 and 2 will be used in Port Authorities and Port worker Training Institutes around the world. The level of contribution to improving cargo-handling performance, working conditions, safety, status and welfare of workers in bulk terminals and carriers can be appraised by the number of entities adopting them.		

(Above: repeat for each indicator, as necessary)

## 2.2 Decent Work outcomes

CONTRIBUTION TO DECENT WORK OUTCOMES		
DWCP outcome(s) <sup>b</sup>	IRIS/SM CP code (e.g. LBN103) <sup>c</sup>	Brief summary of contribution (2000 characters maximum)
Global	GLO 217	Developed institutional capacity in the port sector for improving cargo-handling performance, working conditions, safety, status and welfare of workers in bulk terminals and carriers.

## 2.3 Effectiveness analysis

- a) Based on the achievement of immediate objectives, explain the likely contribution the intervention will make towards the development objective:

PDP I (for container terminals) and PDP II (for bulk terminals) have mostly the same goals as improvement of cargo handling performance, working conditions and practices, safety, the status and welfare of port workers. For these objectives, the PDP II project was aimed to provide the centrally prepared training material for personnel in bulk terminals and to enable governments and port management to establish effective and systematic port worker training schemes using the PDP II material.

PDP II was planned to continue the success story of the PDP I but now with bulk terminals. The immediate objectives are quite ambitious to be fully achieved in Phase 1 but those will be consistently pursued in Phase 2. The project team has concentrated most of its efforts on activities related to the development and production of comprehensive, systematic and centrally organized training material for the port workers working in the bulk terminals handling iron ore, coal and bulk fertilizer. All the actions needed for the achievement of this result were fully and satisfactory implemented.

- b) Describe changes that are expected or have already been observed relating to the project's ultimate beneficiaries:

The project's ultimate beneficiaries are port workers and terminal managers in bulk terminals. Some partnership terminals of the project have already been involved in this PDP II training materials, especially in developing the materials. The training materials developed in Phase 1 have been shared with experts concerned with occupational health and safety in ports and also people involved in port-related global meetings. This training material is now accessible through the ILO webpage and provided to the port authorities and institutes upon their requests. Up to now, seven authorities or institutes have started using it. In Phase 2, more people and entities will be involved not only in developing the training materials of two other cargoes, namely grain and bauxite/alumina, but also implementing training activities by using the developed PDP II materials.

- c) Describe how the project has contributed to the achievement of national development strategies and other development frameworks such as UNDAF and PRS:

PDP II has so far not directly contributed to the achievement of national development strategies. However, it is likely to contribute to enhance safety and health in the port sector in developing countries and thus increasing productivity and competitiveness in this important economic sector.

- d) Describe any lessons learned relating to the overall effectiveness of the intervention, taking into account the suitability of the technical approach or intervention model deployed. With hindsight, identify anything that would have been done differently to increase the intervention's effectiveness:

Building up the partnership with many port terminals and port worker training institutes is critical not only in developing training material but also in disseminating it to achieve the objectives of the project. The KTPI played a huge role in ensuring the quality and coherence of the training material. They have provided valuable comments and ensured that the material being developed are adequate to the needs of the sector.

<sup>b</sup> Global projects report on their contribution to Global Products under the Outcome-Based Workplans

<sup>c</sup> For Global projects this is the Global Product code, e.g. GLO126

## Rating of project effectiveness

CLASSIFICATION <sup>d</sup>	
<input type="checkbox"/> <b>Highly effective</b> Almost all (>80%) of the immediate objectives were achieved and the intervention will make a substantial contribution to the achievement of the development objective and decent work outcomes.	<input checked="" type="checkbox"/> <b>Effective</b> The majority (60-80%) of the immediate objectives were achieved and the intervention will make a contribution to the achievement of the development objective and decent work outcomes.
<input type="checkbox"/> <b>Ineffective</b> Some (40-60%) of the immediate objectives were achieved, which will result in a limited contribution to the achievement of the development objective and decent work outcomes.	<input type="checkbox"/> <b>Very ineffective</b> Few (<40%) of the immediate objectives were achieved, and it is unlikely a contribution will be made to the achievement of the development objective and decent work outcomes.
<p>The final evaluation revealed that the immediate objective of the project, as stated in the project document, is more likely to be achieved once the whole PDP II project is completed and the materials are applied in port terminals. It was a quite long-term goal that can only be reached once the training activities are implemented using the new PDP II materials.</p> <p>Nonetheless, the Phase 1 project was instrumental to develop a methodology and assess the needs of the bulk port terminals in relation to training. Those elements will continued to be applied in Phase 2 to ensure that the material is adequate to ensure the end results proposed by the project.</p>	

<sup>d</sup> This is a self-assessment



## SECTION B: IMPLEMENTATION ANALYSIS

### 1. Factors affecting implementation

*Check key reasons for shortfalls in the delivery of outputs and achievement of immediate objectives:*

<input type="checkbox"/> Implementing partner (constituents or private entities) performance	<input type="checkbox"/> ILO (Office and staff) performance
<input type="checkbox"/> Difficulties in inter-agency coordination	<input type="checkbox"/> Inadequate cost estimates
<input type="checkbox"/> Lack of constituent or implementing partner commitment/ownership	<input checked="" type="checkbox"/> Inadequate project design
<input type="checkbox"/> ILO policy changes	<input type="checkbox"/> Counterpart funding shortfall
<input type="checkbox"/> Budget processing (revision/disbursement etc.) delays	<input type="checkbox"/> Unexpected change in external environment
<input type="checkbox"/> Community/political opposition	<input type="checkbox"/> HR difficulties (recruitment, contracts)
<input checked="" type="checkbox"/> Other - please specify: the change of the chief technical advisor (CTA) of the project	

a) Explain the major challenges faced during implementation and explain how these were dealt with:

PDP II project is comprised of two phases considering that financial contribution would not be supported at once. The immediate objective of the project is to contribute to improving cargo-handling performance, working conditions, safety, status and welfare of workers in bulk terminals and carriers, which is indeed quite ambitious considering the time-frame and resources available. It is a long-term objective that can only be accomplished when port workers are trained with PDP II training materials. In phase 1, therefore, the project was concentrated on developing and producing the training material itself. Over the phase 2 period, the training material developed in phase 1 will be used at port training institutes around the world. The objective of the project will be pursued and achieved more likely in phase 2 launched in December in 2016.

The somewhat late replacement (about four months) of the chief technical advisor (CTA) had also an effect on the timeline of phase 1 product. The project period was extended to ensure enough time to review the product quality of the final and to publicise and disseminate the training material developed.

b) Describe any lessons learned relating to challenges faced during implementation:

The main lesson learned referred to the phase 1 project design, which stated a bit long-term goal as the immediate objective of the project, while neither providing time or resources to achieve it. Nonetheless, all expected outputs of the project were delivered at the satisfaction of the partners. They provide a good basis for the start-up and implementation of the second phase.

### 2. Risk management

Key Assumptions	Risk level		Describe any mitigation measures applied
	Start of project	End of project	
The cost for consultancy exceeds the allocated budget for the requested final product.	Yellow	Green	Through the competitive bidding, contract was done within the budget allocated.
Only one vendor participates in the bidding process.	Green	Green	Risk was overcome. Four vendors participated.
The received proposals do not satisfy the	Green	Green	Risk was overcome. Proposals satisfied the requirements of the ILO.



requirements of the ILO.			
The selected vendor is unable to provide the required product within the agreed time frame as specified in the Term of Reference (TOR).	Yellow	Green	Risk was overcome but the final product was delivered five months later than originally scheduled. The project was extended by the end of 2016 through an agreement with the donor. The service contract was also extended to the end of August 2016. The reason of extension was to incorporate all the comments received during the validation workshop which had been held in the donor country about three months later than planned.
The vendor has difficulty in establishing Experts Group prescribed in the TOR.	Green	Green	The expert group was successfully constituted with the co-work of the ILO and projector performer.
The vendor has difficulty in selecting and utilizing Partnership Terminals.	Green	Green	The partnership terminals were successfully selected and appointed with the co-work of the ILO and projector performer.
The quality of the final product is inferior to the original expectation prescribed in the TOR.	Red	Green	<p>The quality and pertinence of the final product were ensured through the validation training workshop and the review from the expert group. All the revision requests and comments from the pilot training and the expert group were incorporated in the final product.</p> <p>SECTOR also reviewed the three drafts and the final product to decide on whether it would satisfy the requirements specified in the TOR. The final product satisfied the completion criteria in the TOR.</p>

- a) Provide an overview of how assumptions and related risk levels changed throughout the lifetime of the intervention. Describe the relevance of originally-identified assumptions and highlight any new assumptions identified during implementation:

The expected output of the project was to produce training materials of high quality and relevance for port workers in dry bulk terminals. Key assumptions were well identified and established for this purpose. They have not changed over the project period. Related risk levels have been mitigated by suitable measures applied. The project was extended with unexpected external factors, such as the four month-delayed replacement of a chief technical advisor of this project. As a result, planned schedule was also extended.

- b) Explain the intervention's approach to risk management and how effective the risk monitoring system and mitigation measures proved to be:

The major risks are related to the performance level of the selected project performer. The project plan was well organized to mitigate these risks. The vendor was required to submit three draft products during the project period. Each draft product was reviewed by the expert group and the ILO staff. Furthermore, the third draft was validated through the pilot training workshop held in the donor country, in Busan, Republic of Korea. Through the feedback process, all the comments and revision requests were integrated in the final product. These risk management arrangements enabled more experts and terminal stakeholders to be involved in the project. As a result, the product quality could be controlled properly during the project period.

- c) Describe any lessons learned related to risk management:

The risk management was well organized to avoid any risks expected through the project period. However, there were also some challenges due to the volume of material and the voluntary participation of experts. The voluntary participation of experts caused a bit loose involvement in feedback process. The volume of training materials is also huge and more than 400 thousand words in total. These two factors consequently made it hard to review all the materials in the short term. The product of Phase 1 will have another opportunity to be evaluated and complemented with more feedback from instructors and port managements through practical training courses and validation workshop in Malaysia in Phase 2 project period.

### 3. Management and Institutional arrangements

a) Describe the adequacy of management arrangements:

The project had adequate implementation arrangements. The quality has been controlled and improved by several measures such as the expert group, partnership terminals and validation training workshop. In phase 2, the training materials will be used by training institutes and port authorities. There will be more practical feedback by using it and this process will also contribute to improving the pertinence of the training materials.

b) Explain the role that partners, including ILO constituents, played during implementation. Identify any alternative arrangements that may have helped increase the effectiveness, efficiency or inclusiveness of the intervention:

During the implementation of Phase 1, active involvement was limited to the partnership terminals, expert group and instructors of Korean Port Training Institute. This management arrangements was effective to finalize the training materials through the feedback on the draft products. In Phase 2, more partnership terminals dealing with different cargoes will be involved to contribute for improving the pertinence of PDP II training materials.

c) Describe any lessons learned related to management and institutional arrangements:

PDP II training materials should be meaningful only when they are used in the training institutes for port workers engaged in bulk terminals and bulk carriers. In Phase 1, involvement of stakeholders related to this program was restricted to the several partnership terminals and some experts. In Phase 2, more involvement should be encouraged to invite more stakeholders to the extent possible. In that way, the sustainability of the project will be able to be enhanced effectively and efficiently.

#### Rating of project implementation

##### CLASSIFICATION<sup>e</sup>

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> <b>Highly efficient</b><br>Almost all (>80%) outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan. | <input type="checkbox"/> <b>Efficient</b><br>The majority (60-80%) of outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan. |
| <input type="checkbox"/> <b>Inefficient</b><br>Some (40-60%) outputs were delivered within the budget and schedule set out in the original implementation plan.   | <input type="checkbox"/> <b>Very inefficient</b><br>Few (<40%) outputs were delivered within the budget and schedule set out in the original implementation plan.                                |

Briefly explain the major factors taken into account to justify the implementation classification and provide any other comments (2000 characters maximum):

The main output of Phase 1 project was to produce training materials for major three cargoes, namely iron ore, coal and bulk fertilizer. The output was of expected quality and delivered within the budget and schedule set out in the original plan and revised schedule.

The quality of training materials was well managed with implementation arrangements indicated above. The materials were validated through the pilot training workshop held in the donor country. The risks were well managed to avoid any impact on the project. However, there were also some challenges due to the volume of material and the voluntary participation of experts. The voluntary participation of experts caused a bit loose involvement in feedback process. The volume of training materials is also huge with more than 400 thousand words in total. In phase 2, the product of Phase 1 will be integrated as the final PDP II training material so it has another opportunity to be evaluated and complemented with more feedback from instructors and port managers through practical training courses and validation workshop in Malaysia in Phase 2 project period.

<sup>e</sup> This is a self-assessment

## SECTION C: SUSTAINABILITY ANALYSIS

- a) Analyze the sustainability of results, taking into consideration the institutional and technical capacities and commitment of constituents and partners:

At this stage, it is premature to analyze the project sustainability because the training material of phase 1 was shared and provided to prospective users but there is no data on how many institutes will likely use this material in practical training courses. The sustainability of the PDP II program could be further evaluated in phase 2 with some experiences of port training institutes including the donor country.

- b) Describe the intervention's exit strategy and specify agreements in place with constituents and implementing partners to ensure the continuity of project benefits:

PDP II training materials will be broadly provided to any interested institutions with no license policy. This open access policy makes it easy for port authorities and training institutes of each country to establish training courses using the material. A training course for PDP II instructors is planned to be held once in the donor country but it will not be held on a regular basis. In case of PDP I for container terminals, the training course for instructors played a great role in disseminating it and ensuring the quality of training for the port workers, especially in the earlier stage of PDP. However, with the successful experience from the PDP I, PDP II is expected to be adopted by port terminals and training institutes to contribute for improving the productivity of the terminal and health and safety of port workers. The needs for a training program for trainers will be more examined during the Phase 2 period.

- c) Describe any major internal or external factors that may affect the sustainability of project results in the future:

The sustainability largely lies on the quality of the training materials produced, the interest of relevant port-related entities about this material, and technical and financial supports by the ILO to promote using it.

The training materials were developed as open-ended series of self-contained but interrelated 'Units' of instructions and designed for classroom-based, instructor-led but highly interactive teaching of small groups of learners. The materials will be composed of 10 Units in which instructors can easily 'cut and paste' its contents according to needs based on participants. They will be also complemented with regional characteristics where appropriate and necessary by instructors themselves.

As noted above under b), having no license policy and partnership between the ILO (SECTOR) and port-related entities will encourage and facilitate a broad use this material in the field. The need for training course for chief training instructors will be explored through a survey.

### Rating of project sustainability

CLASSIFICATION <sup>1</sup>	
<input type="checkbox"/> <b>Highly likely</b> All factors influencing project sustainability have been clearly identified. The sustainability of results has been ensured and there is a firm commitment from constituents and partners to maintain an ongoing flow of project benefits.	<input checked="" type="checkbox"/> <b>Likely</b> Factors influencing project sustainability have been identified. The sustainability of results is likely and there is an understanding with constituents and partners to maintain an ongoing flow of project benefits.
<input type="checkbox"/> <b>Not likely</b> Some factors influencing project sustainability have been identified. There is no consensus among constituents and partners about concrete actions needing to be taken to ensure project sustainability.	<input type="checkbox"/> <b>Very unlikely</b> Factors influencing project sustainability have not been identified. The commitment of constituents and partners maintain an ongoing flow of project benefits is unknown.

<sup>1</sup> This is a self-assessment

At this stage, it is premature to analyze the project sustainability because the training material of phase 1 was shared and provided to prospective users but there is no data on how many institutes have used this material in practical training courses. However, the PDP I has been adopted by over seventy port authority and institutes around the world since 1989. Its success has led to calls for the extension of the programme into other port area like bulk terminals. A study in the dry bulk sector commissioned by the ILO in 2009 has shown that the port sector would greatly benefit from the development of a comprehensive suite of training materials.

With this background, several measures to promote using the PDP II will be implemented in Phase 2. There will be training courses for trainers in the donor country and further courses will be examined. In accordance with a survey on the needs, courses for trainers similar to PDP 1 or other type of cooperation with interested parties will be established. Therefore, the sustainability of the project would be classified more concretely after the end of Phase 2.

## SECTION D: MONITORING, EVALUATION AND KNOWLEDGE SHARING

<i>M&amp;E self-assessment:</i>	YES	NO
Progress was regularly reported both internally (within the ILO) and externally (to donors and partners) against the logical framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>
A progress monitoring system was supported by data collection and analysis	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cost effectiveness of activities and outputs was monitored	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Constituents were able to use M&E for discussion and decision-making in their own organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Baselines and data were adequate to document progress towards results	<input checked="" type="checkbox"/>	<input type="checkbox"/>

- a) Reflect on the approach to performance measurement and describe mechanisms in place for monitoring and evaluation:

The main output of the project is to produce the training materials of high quality for port workers dealing with bulk cargoes such as iron ore, coal and fertilizer. In order to achieve it the project strategy was designed to include at least three bulk terminals as partnership and six experts in this area as a reviewer and provider of technical knowledge. It was also designed to submit three draft products during the whole project period. In particular, the final product should be submitted after being validated at one of the partnership terminals through the pilot training course.

The project strategy contributed significantly to keeping the project on track. Progress was monitored in line with the terms of reference (TOR) including feedback from two expert conferences and validation workshop in the donor country. The final product was also evaluated in accordance with the TOR. However, in some respects, the design was limited in terms of the number of terminals and experts which participated in the project implementation.

- b) Outline efforts made to involve a broad range of stakeholders in M&E, including the role played by constituents and implementing partners:

As noted above a), the project was designed to involve more people and terminals related to the bulk cargoes. Partner terminals contributed largely to presenting training materials they have and best practices in place. The expert group also provided technical feedback on training materials submitted as draft products in three times.

Furthermore, PDP II project is implemented through two phases, Phase 1 and 2. The philosophy and strategy of the whole project are exactly the same except that each phase deals with different bulk cargoes. The ILO has provided the training materials produced in Phase 1 to the interested parties. While using those materials on the site, the project team will get more feedback from the sites. It will be integrated not only into Phase 2 but into Phase 1 as well.

- c) If any evaluations were carried out, briefly describe how findings and recommendations were addressed by the intervention:

At the end of Phase 1 an internal evaluation was carried out. The findings of the evaluation showed evidence of training material produced with high levels of quality.

Given the limitations and incompleteness of the project design, indicated above, no specific strategies have been adopted for the achievement of the project outcome, and consequently its contribution to the project development objective. Hence no one of them was achieved during the project implementation. Nevertheless if we consider, as it factually is, PDP II Phase 1 and Phase 2 as two integrated projects, the design problems could be fixed in Phase II and allow a significant progress in relation toward the project outcome.

With regard to the output, the project team has fully and satisfactory implemented all the actions needed for the achievement of this result

The project team presented the project and its actual achievements (training material) in a few opportunities in meetings with constituents and project stakeholders in which most of them showed their interest in adopting the materials.

- d) Describe the approach to knowledge sharing and how key achievements and success stories generated by the intervention will be captured and communicated:

While producing the training materials in Phase 1, the project team has been trying to improve the awareness of the importance of training for port workers in light of safety and productivity. This aim will be strengthened by sharing the training materials of Phase 1 with bulk terminals and training institutes around the world. The ILO made a change to the PDP license policy and any users can now access the PDP training materials free of charge. This change will make it easy to use them broadly without any financial requirements in advance.

The ILO has also a plan to consider a training course for PDP II instructors. A survey will be done in 2017 to find how many training institutes or port authorities are interested in the course. Through the course, if needed, the training quality for port workers would also be improved.

## **ANNEXES**

Include any other documentation or information that may contribute to a better understanding of progress.

Suggested Annexes include:

- A list of the deliverables produced by the intervention (description of the PDP II materials and link to the webpage; informative note distributed in the meeting of experts, etc.)



International Labour Organization  
Final Statement of Income and Expenditure  
for Republic of Korea, Ministry of Oceans and Fisheries  
for Agreement GLO/13/30/ROK (501574)  
(Expressed in USD)

**Agreement Summary**

Agreement Name	GLO/13/30/ROK (501574)
Title	Port-worker Development Programme Bulk
Approved Budget	370,679.27

**Income:**

Contribution	370,679.27
Oct-2014	370,679.27
<b>Total Income (A)</b>	<b>370,679.27</b>

Description	(1) Prior Year(s) Expenditure	(2) Expenditure 2017	(1+2) = (3) Total Expenditure (B)
International Professional Staff	29,467.24	0.00	29,467.24
Travel Project Staff	5,935.74	0.00	5,935.74
Travel Other Staff	4,399.64	0.00	4,399.64
Subcontracts	280,688.96	7,142.30	287,831.26
Programme Support Costs	41,663.89	928.49	42,592.38
<b>Total</b>	<b>362,155.47</b>	<b>8,070.79</b>	<b>370,226.26</b>

**Final Balance (A - B) :** **453.01**



*S. H. Buijze*  
Certified by : Sietse Buijze

06.10.2017

Chief

Technical Cooperation Budget Unit  
Budget and Finance Branch