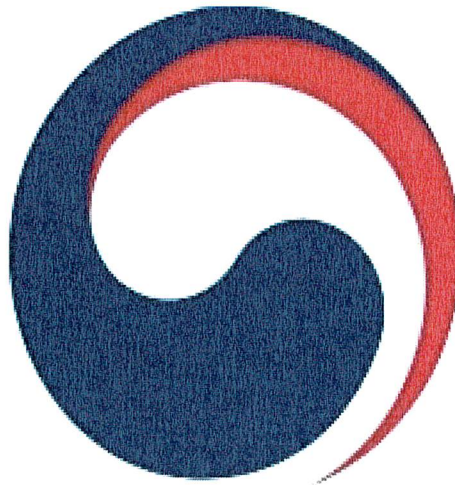




International
Labour
Organization

Final Progress Report
01/11/2015 - 10/30/2019

Portworker Development Program in Bulk Terminals - Phase 2
(GLO/15/20/ROK)



대한민국정부

Donor: Ministry of Oceans and Fisheries, Republic of Korea
Admin Unit: Transport and Maritime Unit, SECTOR

Project title: **Portworker Development Program in Bulk Terminals - Phase 2**

Report type (pick one)	Final Progress Report ^a
Reporting period:	From 01/11/2015 to 30/10/2019

Linkages:

Strategic Policy Outcome: Outcome 13 (2014-15), Outcome 5 (2016-17, 2018-19)
Country Programme Outcome: GLO 603 (2016-17), GLO 219 (2018-19)
Sustainable Development Goal: SDG 4- Quality education and SDG 9- Industry, innovation and infrastructure
UNDAF Outcome: N/A
Related project(s): GLO/13/30/ROK

Preparation and Review

Report prepared by: Doopyo KONG, 31/01/2020
Report reviewed by: Brandt Wagner, 31/01/2020
Report approved by: Alette van Leur, 06/02/2020

^a Version incorporating self-evaluation components mandatory to development cooperation projects up to USD 500,000 maximum.

Contents

1	Executive Summary	4
2	Basic Information	5
3	Summary outputs.....	6
4	Summary outcomes	8
5	Narrative Report: Managing for Results	10
5.1	<i>Result summary.....</i>	<i>10</i>
5.2	<i>Monitoring, evaluations and other reviews</i>	<i>14</i>
5.3	<i>Main challenges, risks and corrective action</i>	<i>15</i>
5.4	<i>Opportunities and corresponding strategy adjustments</i>	<i>15</i>
5.5	<i>Overall Budget Analysis.....</i>	<i>16</i>
5.6	<i>Lessons learned and Good Practices</i>	<i>16</i>
5.7	<i>Visibility & Communication</i>	<i>17</i>
5.8	<i>Conclusions and Recommendations.....</i>	<i>18</i>
6	Annexes	19

1 Executive Summary

PDP II

The ILO launched the Portworker Development Program in Bulk Terminals project (hereinafter as 'PDP II') in 2014, funded by the Korean government. Its objective was to enable governments and port authorities of developing countries to establish effective and systematic port worker training schemes in bulk terminals. In the PDP II Phase 1 (GLO/13/30/ROK), which ended on 30 June 2017, training materials for port workers working in bulk terminals, handling three cargoes such as iron ore, coal, and fertilizer were successfully produced.

Key achievements of the PDP II Phase 2

The PDP II Phase 2 (GLO/15/20/ROK), which was based on the arrangement between the Korean government and the ILO in November 2015, included three components: producing the training materials covering two other bulk cargoes (grain and bauxite/alumina); developing the Chief Instructors' Manual which covers the five main cargoes of Phase 1 and 2; and holding a training course for Korean instructors to use the PDP II training materials.

The training materials were successfully developed to cover 'best practices' related to the transport, handling and storage of the two cargoes, safe conditions of work in dry bulk terminals and ships, and operations of specific equipment (quayside gantry cranes and other equipment). It is known that international dry bulk seaborne trade is served by more than 1,500 terminals, and most of these handle at least one of the 5 major cargoes covered by PDP Bulk, including grain and bauxite/alumina. To disseminate PDP II and facilitate their use in the donor country, all of the PDP II training materials in English were successfully translated into Korean by August 2019. Korean port experts from the Korea Port Training Institute (KPTI) reviewed and edited the materials closely to improve the quality of translation into Korean. The materials place a special emphasis on safety, which is important to ensuring decent work for portworkers.

The PDP II Chief Instructors' Manual was developed in order to train potential PDP II instructors in developing countries. The Manual is comprised of lesson plans, trainee reference materials (PowerPoint slides), and exercises & solutions. Although it builds upon and incorporates the methodology of the previous PDP I Manual, it was revised completely to reflect the specificity of bulk terminals. This Manual will greatly facilitate the expansion of potential pool of instructors and contribute to sustainable quality control of PDP II training courses for port workers in Korean ports and others around the world.

As the final component of the project, a Training of Trainers (TOT) workshop for Korean instructors utilizing the PDP II training materials was held from 27 to 31 May 2019 in Seoul, Korea, which was attended by twelve Korean instructors (6 trainers from the KPTI and 6 managers from bulk terminals). To enhance the effectiveness of training, the workshop was organized by STEi Institute, which had developed the PDP II training materials. The workshop contributed to not only validating the Chief Instructors' Manual but also disseminating the PDP II training materials in Korea.

Next steps

All activities agreed with the donor were successfully completed by 30 Oct 2019 following unforeseen delays. The PDP II training materials are available upon request to the ILO and have been provided to more than 40 port authorities and institutes. To disseminate the new materials, the ILO presented the materials to the Facilitation Committee of IMO (London, Apr 2019) and International Cargo Handling Coordination Association Conference (Malta, Nov 2019). The materials can be obtained by completing an application form on the ILO website dedicated to PDP Bulk (see: ilo.org/sector/Resources/training-materials/WCMS_549818/lang--en/index.htm).

Developing high quality training materials for port workers in bulk terminals is a critical milestone for improving working conditions of ports in developing countries. Moreover, investing in a human-centred approach and promoting the acquisition of skills, competencies and qualifications for all workers are one of the main recommendations of the 2019 ILO Centenary Declaration on the Future of Work.

To maximize the effectiveness of this project and ensure its sustainability at medium and long term, substantial activities and fund raising to promote the use of PDP II need to be put forward by the ILO and interested partners at the global scale in the near future. In this regard, the Government of Korea has recently decided to organize and fund a new TOT workshop for 12 instructors of developing countries in 2020. The TOT course will help to bring the benefits of the PDP Bulk materials to several developing countries, improving trade in bulk materials and working conditions of port workers worldwide.

2 Basic Information

Countries covered:	Global
Donor:	Ministry of Oceans and Fisheries, Republic of Korea
Budget:	USD 419,392.00
DC Symbol:	GLO/15/20/ROK
Administrative unit:	Transport and Maritime Unit, SECTOR, ILO
P&B Outcome:	Outcome 13 (2014-15), Outcome 5 (2016-17, 2018-19)
DWCP outcome:	GLO 603 / GLO 219
Start date:	Planned: Nov, 2015 Actual: July, 2016
End date:	Planned: Oct, 2017 Actual: Oct, 2019
Project Duration in months:	Planned: 24 Actual: 40

3 Summary outputs

Output		Output status	Analysis of Output Delivery ^b
Outcome 1: Build the capacity of managers and instructors at terminals and related departments/units or port authorities and bulk terminals operators handling grain and bauxite/alumina to improve the overall cargo-handling performance; working conditions and practices; level of safety and welfare; and the status of port workers			
1.1	<p>Comprehensive, systematic and centrally-organized training materials for the port workers working in bulk terminals are developed</p> <p>1.1.1. Development and production of the materials 1.1.2. Validation of material in a partnership terminal 1.1.3. Translation of PDP II training materials into Korean</p>	Completed	<p>The training materials for grain, bauxite and alumina terminals were developed by the project in 2017 and 2018, just after the completion of the materials under the Phase 1.</p> <p>The final training package in English was approved by the ILO in May 2018 through a process of the quality control undertaken by the CTA. The product quality was accepted to meet the satisfaction criteria indicated in the terms of reference of the project.</p> <p>A Validation Training Workshop on the ILO PDP II Phase 2 on grain, bauxite and alumina was conducted in Maritime Transport Training Institute (MATRAIN) was held in Klang, Selangor, Malaysia from 5 to 6 September 2017. It was attended by 16 participants from academia, government officials and industrial professionals in Malaysia. The Workshop provided valuable feedback and comments and these were used to further improve the quality of the PDP II Phase 2 project.</p> <p>The final edited English version of the materials was translated into Korean by Ewha Womens University (3 units) by February 2017 and Chung-Ang University (7 units) by August 2019. To improve accuracy and consistency, all of the PDP II training materials in Korean were thoroughly edited by the Korean port training experts from the Korea Port Training Institute (KPTI) by June 2019. This translation work will greatly help to disseminate and use the PDP II materials in the donor country.</p>

^b Compare actual against planned indicator targets

1.2	<p>Capacity of port authority, terminal managers, instructors relating to bulk terminals dealing with major five cargoes is built</p> <p>1.2.1. Revision of PDP Chief Instructors' Manual</p> <p>1.2.2. Training course for Korean instructors</p> <p>1.2.3. Training course in developing countries</p>	Completed	<p>The Chief Instructors' Manual was developed in August 2019 for chief instructors conducting the PDP II TOT courses. While incorporating the previous PDP I Manual, it was revised completely to reflect the specificity of bulk terminals. It is comprised of lesson plans, trainee reference materials (PowerPoint slides), and exercises & solutions.</p> <p>The TOT workshop for Korean instructors was held successfully from 27 to 31 May 2019 in Seoul, Korea, with the participation of twelve Korean instructors (6 trainers from the KPTI and 6 managers from bulk terminals). The workshop was organized by the STEi which developed the PDP II training materials.</p> <p>The project has worked with the donor and other port terminals to disseminate the use of the materials. 16 Malaysian participants were trained during the validation workshop. Additionally, the project developed publicity materials which were presented at international events related to the port sector. This has raised awareness of the material to many other countries, including developing countries.</p> <p>Finally, it worked with the donor, the organization of a new TOT in 2020, just after the completion of the project. The new TOT will be offered to trainers of twelve developing countries.</p>
-----	--	-----------	---

OUTPUTS: Overall delivery assessment	
<input checked="" type="checkbox"/> Highly satisfactory Almost (>80%) outputs have been implemented on schedule as envisaged in the implementation plan and almost all (>80%) indicator targets have been met.	<input type="checkbox"/> Satisfactory Some (60-80%) of outputs have been implemented on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator targets have been met.
<input type="checkbox"/> Unsatisfactory Some (40-60%) outputs have been implemented on schedule as envisaged in the implementation plan and only some (40-60%) indicator targets have been met.	<input type="checkbox"/> Very unsatisfactory Few (<40%) outputs have been implemented on schedule as envisaged in the implementation plan and only a few (<40%) indicator targets have been met.

4 Summary outcomes

OUTCOME ACHIEVEMENT ^c		
Indicator	Baseline (before project start)	Outcome summary ^d
Outcome: Build the capacity of managers and instructors at terminals and related departments/units or port authorities and bulk terminals operators handling grain and bauxite/alumina to improve the overall cargo-handling performance; working conditions and practices; level of safety and welfare; and the status of port workers < Outcome Achieved >		
Well-trained and motivated terminal portworkers in bulk terminals through the use of comprehensive, systematic and centrally-organized training materials	No formal training materials for bulk terminals available	<p>Before this project started, ILO training materials for the port sector were available only for port workers in container terminals (PDP I) while none existed for port workers in bulk terminals.</p> <p>The PDP II training materials were completed in May 2018 and translated into Korean by August 2019. The materials are comprised of 10 units, each of which is equipped with instructor's lesson plan and trainee reference manual (PowerPoint slides).</p> <p>The materials are the first comprehensive, systematic and centrally-organized training programme for port workers in bulk terminals covering best practices, safe conditions of work and operations of specific equipment. It was prepared on the basis of the realities involving the work in specific bulk terminals.</p> <p>The Chief Instructors' Manual was also developed in August 2019 to enhance the quality of training by nurturing quality instructors.</p> <p>The validation workshop (16 participants) in Malaysia and the TOT workshop (12 participants) in Korea were held successfully, which paved the way for training relevant personnel in bulk terminals. The validation workshop provided technical inputs for the finalization of the materials. It also proved that materials are tailor-made and address the interest and needs of port-workers in different bulk terminals.</p>

^c Based on the M&E plan

^d Compare achievement against planned target as per indicator.

Capacity of port authority, terminal managers, instructors relating to bulk terminals is built	No workers in bulk terminals trained before using the new training materials	<p>This project provided momentum for capacity building in bulk terminals. As of the end of 2019, more than 40 port authorities and institutes have requested and being provided with the materials.</p> <p>With more port authorities and training institutes around the globe adopting PDP II training materials, the number of systematically trained port workers and personnel in bulk terminals is likely to increase substantially in the near future.</p> <p>After the completion of the project the Government of Korea decided to fund a follow-up activity by organizing a TOT for instructors of 12 developing countries in Korea.</p>
--	--	--

OUTCOME: Overall outcome summary

☒ **Highly satisfactory**

Based on the indicators & the risk assessment, all outcomes have been achieved by the end of the project.

☐ **Satisfactory**

Based on the indicators & the risk assessment, the majority of outcomes have been achieved.

☐ **Unsatisfactory**

Based on the indicators & the risk assessment, only some outcomes have been achieved.

☐ **Very unsatisfactory**

Based on the indicators & the risk assessment, only a few outcomes have been achieved

5 Narrative Report: Managing for Results

5.1 Result summary

<Briefly outline the outcomes achieved in the project, highlighting how project outputs led to (initial or more substantive) outcome changes during the project lifespan.>

Globalization has generated rapid growth in the volume of dry bulk cargoes transported by sea. As a result, considerable pressure has been placed on seaport terminals to handle these cargoes safely. However, most seaport terminals have failed to establish effective human resource development programs for the safe and efficient handling of cargoes, in particular bulk cargoes.

With this background, the ILO, with donation by the Government of the Republic of Korea, launched the PDP II Phase 1 (GLO/13/30/ROK) in 2014. Its main objective is to enable governments and port authorities of developing countries to establish effective and systematic port worker training schemes for the port workers in the bulk terminals. In the PDP II Phase 1, which ended on 30 June 2017, the ILO focused on developing training materials for three major bulk cargoes with high priority, namely iron ore, coal and fertilizer. PDP II Phase 1 adopted the competency-based training within a carefully established organizational framework at the bulk terminal level and bulk carrier for these three commodities.

With the successful commencement of the Phase 1, a new arrangement was signed between the Korean government and the ILO in November 2015 for the development of the Phase 2 of the project (GLO/15/20/ROK). It included three components: producing the training materials for other two bulk cargoes (grain and bauxite/alumina); developing the Chief Instructors' Manual which covers the five main cargoes of Phase 1 and 2; and, holding a training course for Korean instructors on the PDP II training materials.

The training materials were successfully developed to cover 'best practices' related to the transport, handling and storage of the two cargoes, safe conditions of work in dry bulk terminals and ships, and operations of specific equipment (quayside gantry cranes and other equipment). The training materials were then validated in a workshop in Malaysia from 5 to 6 September 2017. The validation workshop was attended by 16 participants. The workshop provided technical inputs for the finalization of the materials. It also proved that materials are tailor-made and address the interest and need of port-workers in different bulk terminals. All of the PDP II training materials, originally in English, were successfully translated into Korean by August 2019. The KPTI reviewed and edited the technical terms to improve the quality of the materials translated in Korean.

The PDP II Chief Instructors' Manual was developed in order to train potential PDP II instructors in developing countries. The Manual is comprised of lesson plans, trainee reference materials (PowerPoint slides), and exercises & solutions. The PDP I Manual, which focused on container terminal operations, was updated and completely revised to reflect the specificity of bulk terminals. This Manual will facilitate the expansion of pool of potential instructors, and will contribute to sustainable quality control of PDP II training courses for port workers.

As the final component of the project, a TOT workshop for Korean instructors utilizing the PDP II training materials was held from 27 to 31 May 2019 in Seoul, Korea, attended by twelve Korean instructors (6 trainers from the KPTI and 6 managers from bulk terminals). The workshop contributed to not only validating the Chief Instructors' Manual but also disseminating the PDP II training materials in Korea.

Although the project was extended due to unforeseen obstacles, such as the delay on the completion of Phase 1 and the unexpected sickness of the CTA in charge, all activities agreed with the donor were successfully finalized by 30 Oct 2019. The PDP II training materials are available on request and have been already provided to more than 40 port authorities and institutes.

As part of an effort to disseminate and raise awareness on the newly developed materials, the ILO also made presentations at the Facilitation Committee of IMO (London, Apr 2019) and International Cargo Handling Coordination Association Conference (Malta, Nov 2019).

It is a particularly critical milestone to have achieved the development of high quality and centrally-organized training materials for port workers in bulk terminals, where none of such educational tool was available before. With the growing use of the PDP II training materials by port authorities and training institutes around the world, the number of systematically trained port workers and personnel in bulk terminals will increase substantially in the near future, ultimately contributing to improved working conditions of ports in developing countries.

For this project to have even great impact, activities and fund raising to promote the PDP II need to be continued by the ILO at the global level.

<Based on the achievement of outcomes explain how the project is likely to contribute towards the overall development objective.>

This project had the clear objective of improving safety and working conditions of the port workers in bulk terminals, resultantly, leading to the overall increase in cargo handling performance of ports or terminals. Given that the biggest challenge facing port workers training in bulk terminals was that there was no recognized industry-wide training structure and supporting curriculum for the training and development of port workers' skills, the project clearly contributed to achieving the objective by establishing well-organized training scheme equipped with educational tools suitable for both trainers and trainees.

By building the capacity of managers and operators at bulk terminals and relevant departments/units or port authorities as well as instructors, the outcome of this project will contribute to enhancing the level of safety and working conditions and promoting best practices.

It is expected that interested bulk terminals using the new materials will improve their efficiency and productivity by preventing and reducing health hazards and improving working conditions of portworkers. It is also expected that the 40 port authorities and institutes which have already received the materials will soon implement the training program in their bulk terminals.

<Describe how the project has contributed to the achievement of national development strategies (e.g. DWCP, UNDAF, SDGs, etc.) and other development frameworks (e.g. SDG, etc.)>

Before this project, available training materials were of a low standard, for the dry bulk sector (comprising in excess of 1,500 terminals and employing over 300,000 workers globally). With the newly developed PDP II training materials from this project, port worker and personnel training in the sector can be undertaken systematically as the objective of this project.

Well-trained and motivated port workers in bulk terminals will be of considerable help not only to improve cargo handling efficiency and maintain product quality, but also to reduce damage to vessels and generate other economic benefits to shippers, shipping companies and port users. Ultimately, it will advance working conditions and prevent work-related hazards and accidents.

In this regard, this project contributed to *SDG 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all* by providing high quality skills to port workers in bulk terminals (Target 4.4). It also contributed to *SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all* by improving decent working conditions in port industry (Target 8.8). Ultimately, the project contributed to *SDG 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation* by improving ports' operations (Target 9.1)

Self-evaluation results

Relevance

As globalization has generated rapid growth in the volume of dry bulk cargoes transported by sea, many countries, including Korea, the donor country, have been under considerable pressure to handle these cargoes safely in seaport terminals. Despite the importance of bulk cargoes in the world economy, there has been a significant lack of effective human resource development at most seaport terminals for the safe and efficient handling of such cargoes.

The lack of well-trained and equipped personnel led eventually to low productivity and efficient operation rates of the terminals, resulting in additional human and material costs (number of absences related to unsafe working conditions and payment of related benefits, losses in materials and cargo, delay in operations and deliver of cargo, etc.).

It is part of the ILO's long term global strategy to ensure the safety, health, and welfare of port workers through the provision of vocational training and to assist developing countries in establishing and/or improving their port training capability. This project serves such strategy by enabling governments and port authorities in developing countries to establish effective and systematic port worker training scheme.

In this regard, the project objectives and strategy were fairly consistent with needs of developing countries, the ILO priorities and the donor's policy. In particular, it responded to the call of the 2019 Centenary Declaration on the Future of Work to promote the acquisition of skills, competencies and qualifications for all workers as a means of developing a human-centred approach to the future of work of the port industry.

Effectiveness

There has not been a systematic training mechanism approved by the ILO for bulk terminals before this project. With the PDP II training materials, developing countries can now establish an effective and systematic port worker training scheme and program, which is designed to improve cargo-handling performance, working conditions and practices, safety, status and welfare of the port workers handling bulk commodities.

Given that having comprehensive and centrally-organized training materials is a prerequisite to cultivate well-trained and motivated port workers in bulk terminals, the outcome of this project is a critical milestone and effective tool that port authorities and institutes around the world can build upon to improve working conditions dramatically in the relevant terminals.

It is recommended that a post-evaluation should be conducted to measure the level of increase on efficiency and the impact of the training provided in the safety and health of portworkers.

Sustainability

The development of training materials was the first step planned to contribute to the sustainable capacity building in the port sector.

As a first step to promote the broad use of the material, the project has:

- i. provided the material to more than 40 port authorities and institutions interested in implementing PDP II;
- ii. presented the materials in international events organized by and for the industry, such as at the Facilitation Committee of IMO (London, Apr 2019) and International Cargo Handling Coordination Association Conference (Malta, Nov 2019);
- iii. made it downloadable upon request;
- iv. included the results achieved in the SECTOR highlights publication and in the 2018-19 ILO Implementation Report to be presented at and discussed by the Governing Body at its March 2020 session;
- v. negotiated with the donor the organization, after the completion of the project, of a new TOT workshop for participants from developing countries. The training, fully funded by the Government of Korea, is supposed to be held in Busan in 2020.

More proactive dissemination of the PDP II is essential to improve the safety and health of the port workers through the effective use of the materials. A variety of promotional activities and fund raising efforts to make the PDP II outcome more widely available need to be pushed forward by the ILO and interested stakeholders at the global scale in the near future.

5.2 Monitoring, evaluations and other reviews

<Explain the process/method for collecting information regarding outcomes and challenges mentioned in this report.>

Since the PDP II Phase 2 shared the philosophy, project strategy and objectives with Phase 1, the outcome of Phase 1 was thoroughly reviewed to reflect any areas for improvement and insufficient points found during the previous stage to the development of new materials for Phase 2.

In this regard, interviews with relevant experts, instructors and previous CTAs were conducted to ensure that the needs of portworkers were fully taken into account and that the technical and operational specificities of the bulk terminals operations were fully taken into account.

<Outline efforts made to involve a broad range of stakeholders in M&E, including the role played by constituents and implementing partners.>

Efforts to engage stakeholders were made by having them involved in the development stage and during the validation process with the completed materials.

Since the training materials were to be based on the best international practices, acknowledged subject experts in the targeted sector were employed in the project team from the development stage and continued to be engaged to provide advice and feedback for better quality outcomes.

In developing training mechanism, one of the most important steps is to validate the efficacy of the training materials. In this project, this was where constituents played a critical role. The validation was done through workshops where a broad participation was made by relevant stakeholders and possible future consumers of the project outcomes.

The Validation Training Workshop on the ILO PDP II Phase 2 training materials in Malaysia in 2017 was attended by participants from academia, government officials and industrial professionals, who provided valuable feedback and comments. The Chief Instructors' Manual was also validated by instructors and terminal managers through the TOT workshop for Korean instructors held in Seoul, Korea in 2019. The feedback from this process was used to further improve the quality of the PDP II Phase 2 project.

<If any evaluations were carried out, briefly describe how findings and recommendations were addressed by the intervention.>

The evaluation report, progress and final reports were examined and relevant experts, instructors and previous CTAs were interviewed to provide meaningful information and insights regarding how to improve outcomes and how to better deal with possible challenges.

There have been close interactions between the donor country and the ILO to achieve a better outcome for both parties and future users of the PDP II results. Such close communication led to having a mutual understanding in the necessity of extending the project period within reasonable limit to improve the quality of training materials and overcome unforeseen challenges.

During these interactions, there was a recommendation that the ILO needed to make further efforts to spread the outcome of the project. To address such recommendation, the ILO hired a new Junior Technical Officer to support the design of communication strategy based on the donor's agreement to allocate part of the fund for this purpose. Such intervention was found to be a change for better and served as a momentum to support further promotional activities.

5.3 Main challenges, risks and corrective action

Implementing partner (constituents or other entities) performance

After the submission by the service contractor (STeI Institute) of the near-final PDP II training materials to the chief technical advisor (CAT) on 31 Oct 2017, several months were spent by the service contractor to address and complement all comments received from the ILO, including requests for additional materials. Partnership terminals were chosen to visit and validate the training materials. The final product was accepted by the ILO in May 2018.

The draft of PDP II training materials in Korean (Ewha Womens University, Chung-Ang University and the KPTI) were repeatedly revised and improved on the requests of CTA before being approved. A significant amount of time was required to edit the Manual by the KPTI because the translated materials were checked to ensure the use of proper terminology. The Chief Instructors' Manual (STeI Institute) also reflected comments by the CTA to improve consistency and accuracy.

The TOT workshop in Korea was organized with a limited budget, but held successfully by taking advantage of the expertise of several partners including STeI Institute, the developer of the PDP II training materials. Cooperation with the industry was also made to check the applicability of training at the field location of ports more effectively by inviting terminal managers to the workshop.

HR difficulties (recruitment, contracts)

The first project CTA had to take long leaves of absence in 2018 due to his unexpected serious sickness. In addition to this, the replacement of CTA was scheduled in Jan 2019. Given such HR difficulties and changes, it was necessary to extend the period of the project with the donor's agreement. The project was extended until 30 October 2019.

To reduce time in seeking a new CTA, SECTOR/MARITRANS finished the recruitment process as soon as possible in Oct 2018. Additionally, SECTOR/MARITRANS employed a Junior Technical Officer in Jan 2019 to support the PDP II implementation and the dissemination of the materials. The ILO made every effort to ensure that all activities included in the arrangement with the donor were finalized by 30 October 2019 according to the new schedule.

5.4 Opportunities and corresponding strategy adjustments

The original activities of this project were to develop the PDP II training materials and Chief Instructors' Manual. The other activities were to translate the PDP II training materials into Korean and hold a TOT workshop for Korean instructors.

However, it was suggested that the ILO intensifies its efforts on the promotion and dissemination of the new PDP II training materials to foster its implementation in as many ports as possible around the world. To this effect, it was proposed to use part of the project funds to hire a new Junior Technical Officer to support the design of communication strategy with the donor's agreement.

With such adjustment, a new strategy for the PDP II to expand its usage more widely could be carefully considered to ensure the sustainability of PDP.

The materials were distributed to more than 40 port terminals and institutions and a new agreement was reached with the donor to fund a new TOT course for 12 participants from developing countries after the completion of the project.

5.5 Overall Budget Analysis

The overall contribution of the Government of the Republic of Korea for the PDP II Phase 2 was USD 419,392. With this contribution, all activities were completed by 30 October 2019. Non-cost extensions were granted and adjustments were made accordingly. The total budget remained unchanged.

In order to enhance the impact of the project even further, ILO suggested to intensify efforts on the promotion and dissemination of the new PDP II training materials to foster its implementation in as many ports as possible around the world. To this effect, a budget revision was approved by the donor for allocating project funds to cover part of the 9 w/m to hire a Junior Technical Officer in 2019. The remaining w/m were financed by other ILO's resources.

Please refer to the final financial report for more detailed information.

Self-evaluation results:

Efficiency

The PDP II Phase 2 is very similar to Phase 1 in terms of philosophy, project strategy, objectives, and the terms of reference of the service provider. The lessons learned and knowledge achieved in Phase 1 as well as the recommendations of the internal evaluation were utilized to ensure quality and save time and resources in Phase 2. By using the same Phase 1 project performer for Phase 2, considerable time was saved concerning the definition of the format and content of the materials and the understanding of the specifics of the bulk terminals. The economies of scale and time were efficiently used to concentrate on the development of the training materials for two bulk cargoes, on the review of the consistency and outline of all Phase 1 and 2 materials, and on the promotion and dissemination of PDP II.

5.6 Lessons learned and Good Practices

Context and implementing environment

It takes a considerable amount of time for port authorities and port institutes to prepare the PDP II training course in their own countries. Considering the budget process, the preparation time is expected to be at least more than a year. Bearing this in mind, the ILO abolished the previous PDP use license policy and established the open access policy to the PDP training materials to ensure that interested parties use them without any budget plans to acquire them.

With this policy change, the PDP II training materials have been provided since it was developed in Phase 1. Additional training materials for two cargoes such as grain and bauxite/alumina were developed and integrated in Phase 2. As of now, more than 40 countries requested the training materials which were shared for their use.

Reviewing the related project closely

The PDP II Phase 2 is very similar to Phase 1 in terms of philosophy, project strategy, objectives, and the terms of reference of the service provider. The lessons learned and knowledge achieved in Phase 1 have been utilized to save time and resources in Phase 2.

For instance, the procurement process has been shortened through the waiver to format competition due to certain conditions established by PROCUREMENT. With the use of the same Phase 1 project performer, there was no need to spend a lot of time to discuss the format and content of the materials or understand the Phase 2 project itself. Rather, the project team was able to concentrate on more practical issues to improve the final quality of the training materials. The work plan has been developed in more detail to cover the insufficient points revealed during in Phase 1

5.7 Visibility & Communication

Advocacy, Communications and capacity building

The development of training materials was the only one step planned to contribute to the capacity building in the port sector. More proactive dissemination of the program is essential to improve the safety and health of the port workers through the effective use of the materials. To this end, the ILO proposed to hire an officer to design a communication campaign and promote the use of the materials by port terminals. It is recommended that further efforts and fund raising should be continued to distribute the PDP program more widely.

Acknowledge of the donor contribution

The CTAs have carried out this project since the project was launched in 2015, and they have tried to make the interested stakeholders realize that this project has been supported by the Korean government as often as opportunity allows.

Particularly, the ILO participants repeatedly mentioned the donor's contribution whenever this project was introduced or mentioned at the international events by the ILO. For example, it was stressed that the PDP II training materials had been developed with the support of the Korean government when the ILO had a presentation at the Facilitation Committee of IMO (London, Apr 2019) and International Cargo Handling Coordination Association Conference (Malta, Nov 2019).

Lastly, it has been recorded on the PDP II publicity materials and training materials that it was initiated by the ILO with the support of the Government of the Republic of Korea commencing 2014.

5.8 Conclusions and Recommendations

<i>Conclusions and recommendation from the self-evaluation</i>		
Conclusions ^e	<p>1. All deliverables of the project agreed with donor country were completely finalized by 30 Oct 2019, in accordance with the extended end date.</p> <p>2. The main objective, making effective and systematic port workers training materials in bulk cargoes including iron ore, coal, bulk fertilizer, grain and bauxite/alumina, was accomplished successfully.</p> <p>3. Developing training materials for port workers in bulk terminals by the ILO is a critical milestone to improve working conditions dramatically in ports of developing countries in line with the provisions of the 2019 Centenary Declaration and SDGs 4, 8 and 9.</p> <p>4. To maximize effectiveness of this project, substantial activities and fund raising to disseminate PDP II need to be promoted by the ILO and interested stakeholders at the global scale in the future.</p>	
Recommendations ^f	Develop a new project for the substantial dissemination and implementation of PDP II in developing countries	Responsible entity: <i>ILO</i>
		Priority (<i>high, medium, low</i>): <i>high</i>
		Resources (<i>high, medium, low, NA</i>): <i>medium</i>
		Timeframe (<i>long-, medium, short-term</i>): <i>long-term</i>
	Assess sustainable quality management: feedback from users and revising PDP II training materials	Responsible entity: <i>ILO</i>
		Priority (<i>high, medium, low</i>): <i>medium</i>
		Resources (<i>high, medium, low, NA</i>): <i>medium</i>
		Timeframe (<i>long-, medium, short-term</i>): <i>long-term</i>

^e Conclusions should synthesize the main findings into statements of merit and worth. As such, judgments need to be fair, impartial, and consistent with the findings

^f Recommendations should follow from conclusions; link to lessons learned; and describe a time-frame (short-, medium-, long-term), the degree of priority (high, medium, low), who is called upon to act and acknowledge whether there are any resource implications.

6 Annexes

A. Project risk register^g

Risk Identified	Mitigating Measures	Additional risk response ^h	Change ⁱ	Impact ^j
The quality of PDP II training materials are not good	<ul style="list-style-type: none"> ✓ Monitoring the preparation of the materials closely ✓ Providing written comments for the revision for the materials ✓ Organizing a validation workshop 	The draft of PDP II training materials were repeatedly reviewed by the CTA and port instructors before completion.	Decrease in the total level of risk	High quality training materials in bulk terminals published.
PDP II training materials are not used in bulk terminals	<ul style="list-style-type: none"> ✓ Designing a communication campaign to disseminate the materials and promote their use in port terminals around the world. ✓ Holding TOT workshops for instructors of developing countries 	Hiring Technical Junior Officer to assist in the dissemination of the materials	Decrease in the total level of risk	<p>About 25 instructors were trained with the PDP II training materials before this project ended.</p> <p>It is expected that the number of trained instructors will increase significantly through TOT workshops.</p>
The materials are not delivered on time delayed due to unforeseen obstacles	<ul style="list-style-type: none"> ✓ Replacement of CTA due to unexpected absence of previous coordinator 	Looking for a new CTA beforehand	Decrease in the total level of risk	All activities of the project were finalized in accordance with the revised timeline at the satisfaction of the ILO and the donor.

^g Use the existing project risk register for filling in this table

^h Outline any additional mitigating measures or any change in the planned mitigating strategy and provide a rationale

ⁱ The change column summarizes any change in the identified risk as a result of the corrective/mitigating measures

^j Outline the impact on project objectives once the mitigating measures were put in place

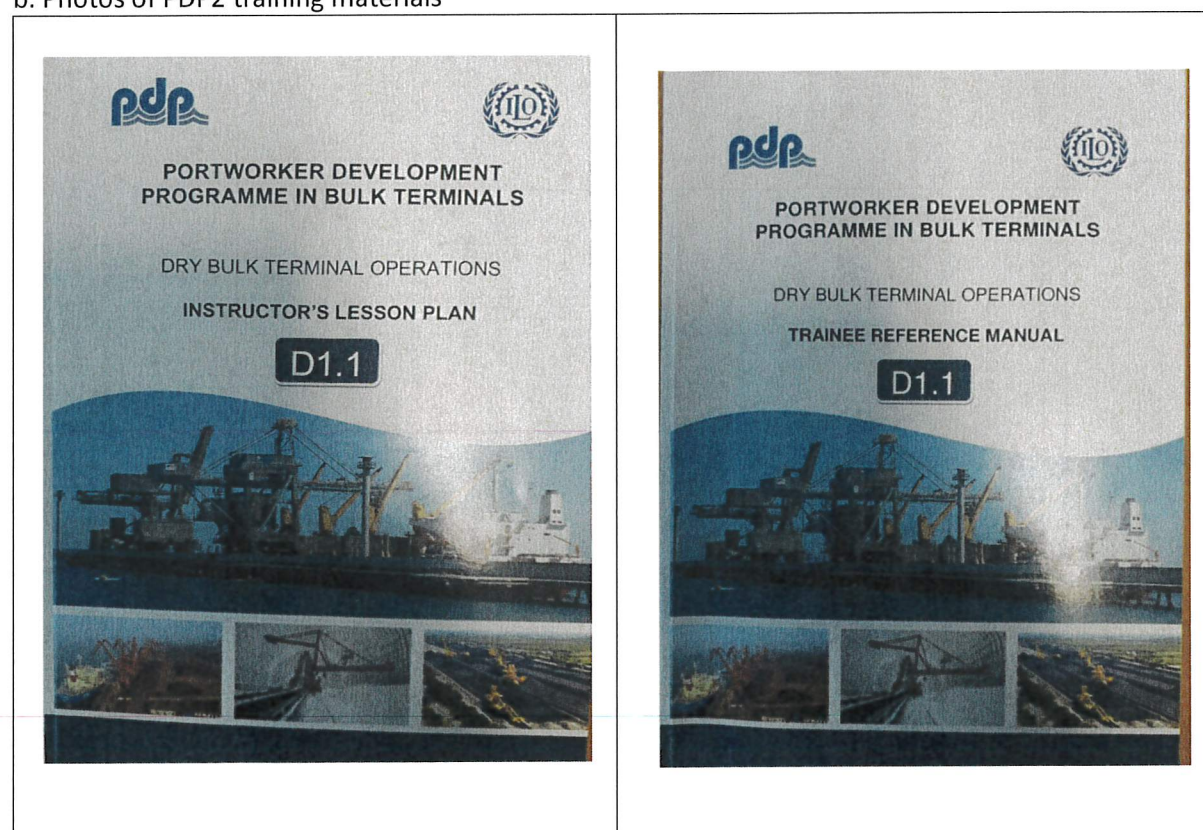
ILO Development Cooperation Final Progress Report

B. Include relevant documentation, photo, web link, multimedia or information that may contribute to a better understanding of project progress.

a. Units of PDP2 training materials

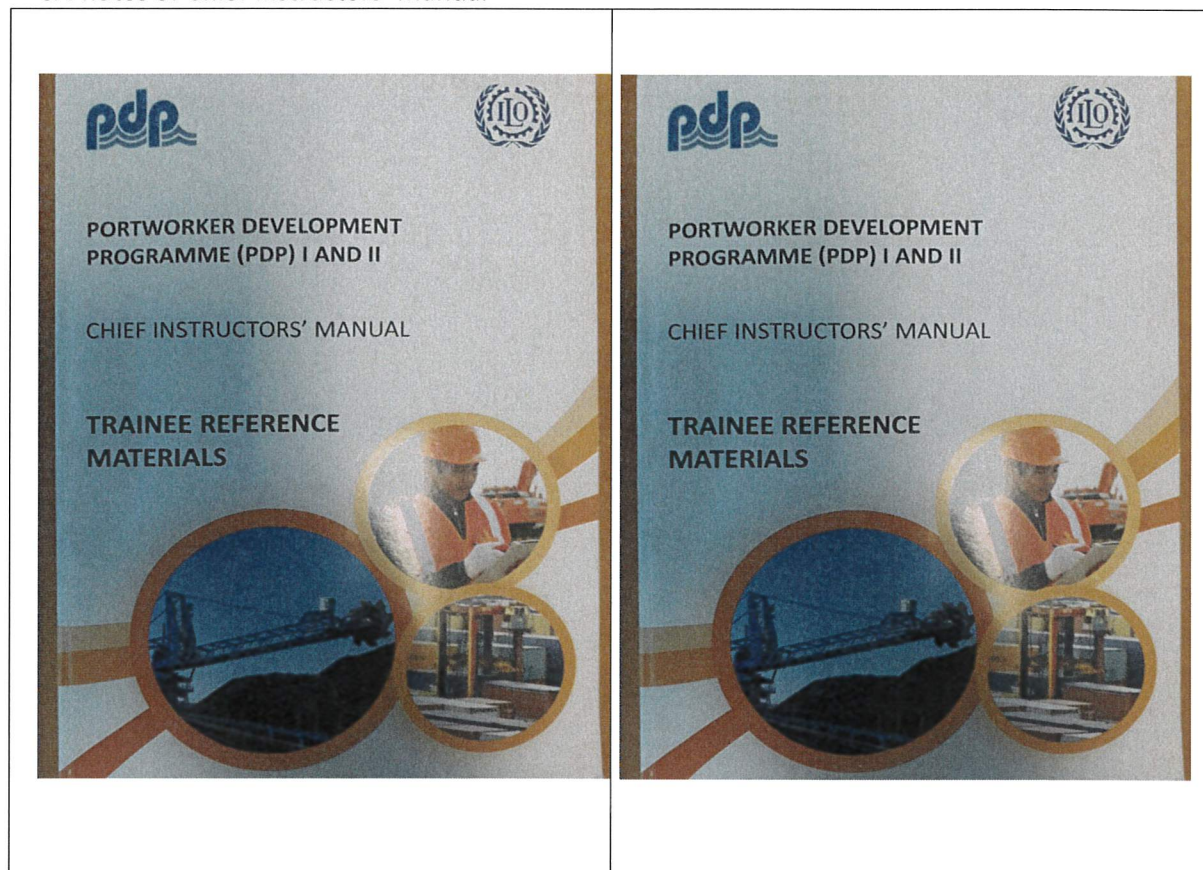
Unit		Title
1	D1.1	Dry Bulk Terminal Operations
2	D1.2	Transport, Handling and Storage of Iron Ore
3	D1.3	Transport, Handling and Storage of Coal
4	D1.4	Transport, Handling and Storage of Bulk Fertilizer
5	D1.5	Transport, Handling and Storage of Grain
6	D1.6	Transport, Handling and Storage of Bauxite and Alumina
7	D4.1	Safe Working in Dry Bulk Terminals
8	D4.2	Safe Working on Dry Bulk Ships
9	D5.1	Operations of Quayside Gantry Cranes and Equipment
10	S1.5	Supervision of Dry Bulk Operations

b. Photos of PDP2 training materials



ILO Development Cooperation Final Progress Report

c. Photos of Chief Instructors' Manual



d. Photos of TOT Workshop in May 2019



