



International  
Labour  
Organisation



**Report of the ILO – TRANSNET (Port Terminals) study tour of Brussels,  
Antwerp (APEC) and Rotterdam STC  
11- 19<sup>th</sup> November 2011**

**DRAFTED BY:**

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# 1. INTRODUCTION

## 1.1 Background

This report summarises the proceedings of the study tour for various stakeholders facilitated by the International Labour Organisation's (ILO's) Port Work Development Project. The project aims at boosting the industry competitiveness of a key industry player Transnet (Durban Container Terminal -DCT) through a combination of interventions determined by way of social dialogue and ranging from workplace improvement measures to functional and technical/vocational skills training.

The main aim of the study tour was to expose the delegates to examples of world class Port Operations, Port Schools and various Social Dialogue mechanisms adopted by Ports which seek to create competitiveness. The visit included time both at APEC Antwerp / Flanders Port Training Center in Belgium and STC Group training school in Rotterdam; in order to provide insights into the distinctive approaches to Port Operations, Port Schools and Social Dialogue mechanisms in these two countries and to explore the advantages and disadvantages of particular approaches and interventions. Further the study tour was aimed at establishing networks with the two training institutions, for the provision of functional and technical/vocational skills training in line with the project outcomes.

This report also provides for the delegates evaluations of APEC and STC and a detail report on the look and learn trip.

## 1.2. Study tour delegates

The study tour group delegation comprised of eighteen (18) individuals from Transnet (DCT) both from Management and Labour and ILO project personnel. **Table 1** provides a list of the study tour delegates

**Table 1: List of Study Tour Delegates**

No	NAME	SURNAME	ORGANISATION	E-MAIL ADDRESS
1	Andreas	Klemmer	ILO, Sr. Enterprise Specialist	<a href="mailto:klemmer@ilo.org">klemmer@ilo.org</a>
2	Neeran	Ramjuthan	ILO, Chief Technical Advisor	<a href="mailto:ramjuthan@ilo.org">ramjuthan@ilo.org</a>
3	Mbuyiseni	Ntshangase	General Manager Human Resources	<a href="mailto&gt;Welcome.Ntshangase@transnet.net">Welcome.Ntshangase@transnet.net</a>
4	Moshe	Motlohi	Exec. Manager – People Transformation and Development	<a href="mailto:Moshe.Motlohi@transnet.net">Moshe.Motlohi@transnet.net</a>
5	Siyabonga	Mdladla	People Transformation and Development	<a href="mailto:Siyabonga.Mdladla@transnet.net">Siyabonga.Mdladla@transnet.net</a>
6	Linda	Mvoko	Corporate Talent Manager	<a href="mailto:Linda.Mvoko@transnet.net">Linda.Mvoko@transnet.net</a>
7	Linda	Chonco	School of Port Operations	<a href="mailto:linda.chonco@transnet.net">linda.chonco@transnet.net</a>
8	Jan	Wepener	School of Port Operations	<a href="mailto:Jan.Wepener@transnet.net">Jan.Wepener@transnet.net</a>
9	Sifiso	Danisa	Terminal Exec. Manager	<a href="mailto:Hector.Danisa@transnet.net">Hector.Danisa@transnet.net</a>
10	Mteteleli	Memani	Assistant Terminal Manager	<a href="mailto:mteteleli.memani@transnet.net">mteteleli.memani@transnet.net</a>
11	Zamokwakhe	Ngcobo	Sr. Operations Manager	<a href="mailto:Zamo.Ngcobo@transnet.net">Zamo.Ngcobo@transnet.net</a>
12	Lulamile	Mtetweni	Sr. Operations Manager	<a href="mailto:Lulamile.Mtetweni@transnet.net">Lulamile.Mtetweni@transnet.net</a>
13	Leon	Fourie	UTATU Shop Steward	<a href="mailto:leon.fourie@transnet.net">leon.fourie@transnet.net</a>
14	Robert Norman	Krauspe	UTATU Shop Steward	<a href="mailto:Krauspe.norman@transnet.net">Krauspe.norman@transnet.net</a>
15	Sibusiso	Gwala	SATAWU Shop Steward	<a href="mailto:SonnyBoySibusiso.Gwala@transnet.net">SonnyBoySibusiso.Gwala@transnet.net</a>
16	Vusumuzi	Cele	SATAWU Shop Steward	<a href="mailto:vusi.cele@transnet.net">vusi.cele@transnet.net</a>
17	Tsekiso	Moneuoa	SATAWU Shop Steward	<a href="mailto:tsekiso.moneoua@transnet.net">tsekiso.moneoua@transnet.net</a>
18	Philani	Makanya	SATAWU Shop Steward	<a href="mailto:Philani.Makanya@transnet.net">Philani.Makanya@transnet.net</a>

Two of the Transnet Management representatives Mbuyiseni Ntshangase and Sifiso Danisa did not travel on the study tour.

### **1.3. Acknowledgements**

This report was written by Neeran Ramjuthan, Chief Technical Advisor, Promotion of Decent Work in the South African Transport Sector, who facilitated the study tour jointly with Andreas Klemmer enterprise specialist in the Decent Work Support Team for Eastern and Southern Africa and project backstopping officer. The author is grateful to the delegates for their commitment and enthusiasm throughout the full and tiring schedule as well as their contributions for the compilation of this report; to Suzy Segers, Sofie Mortelmans, Ria van Peer and colleagues at APEC for designing and facilitating the APEC itinerary, to Bernice Wong-A-Fa and colleagues at STC for designing and facilitating the STC itinerary, to Raymond Nazar and the offices of the Belgian Consular in Durban for facilitating the VISA application process and for all the assistance provided, to all the individuals and organisations who hosted the delegation and provided valuable information; and to Luzelle Lestrade at ILO Pretoria Office for managing much of the study tour logistics.

## **2. DELEGATE EVALUATION AND REPORT BACK**

This section details the delegate evaluation; report back and recommendations from the study tour. All delegates on the study tour had to complete the following evaluations and a report back:

1. Delegate evaluation of APEC,
2. Delegate evaluation of STC
3. Overall delegate evaluation and
4. Report back.

The delegate evaluation questionnaires and report back templates is annexure 4.3 hereto.

### **2.1. Delegate evaluation**

The delegate evaluation questionnaire for APEC and STC consisted of six (6) questions and the overall delegate evaluation consisted of twelve (12) questions that allowed for:

1. A quantitative analysis of the study tour through the use of a five (5) point Likert scale, with one (1) representing very poor and five (5) as excellent;

The six (6) areas that were measured as part of the study tour evaluation of APEC and STC are listed below as follows:

1. Delegate expectations
2. Study tour value
3. Facilitation of study tour
4. Objectives of the study tour
5. Value and usefulness of training material
6. Logistics and coordination of the study tour

The twelve (12) areas that were measured as part of the overall study tour are listed below as follows:

1. Expectations
2. Value of study tour - Work
3. Objectives of the study tour
4. Value of training material
5. Opportunities for Improvement at Durban Container Terminal
6. Logistics and Coordination
7. Relevance of places visited
8. Interaction amongst study tour participants
9. Participant involvement in the study tour
10. Time allocation for study tour
11. Pre-trip briefing sessions
12. Overall rating of study tour

Figures 1, 2, and 3 below provide a graphical representation of the evaluation.



Figure 1: Delegate evaluation of APEC

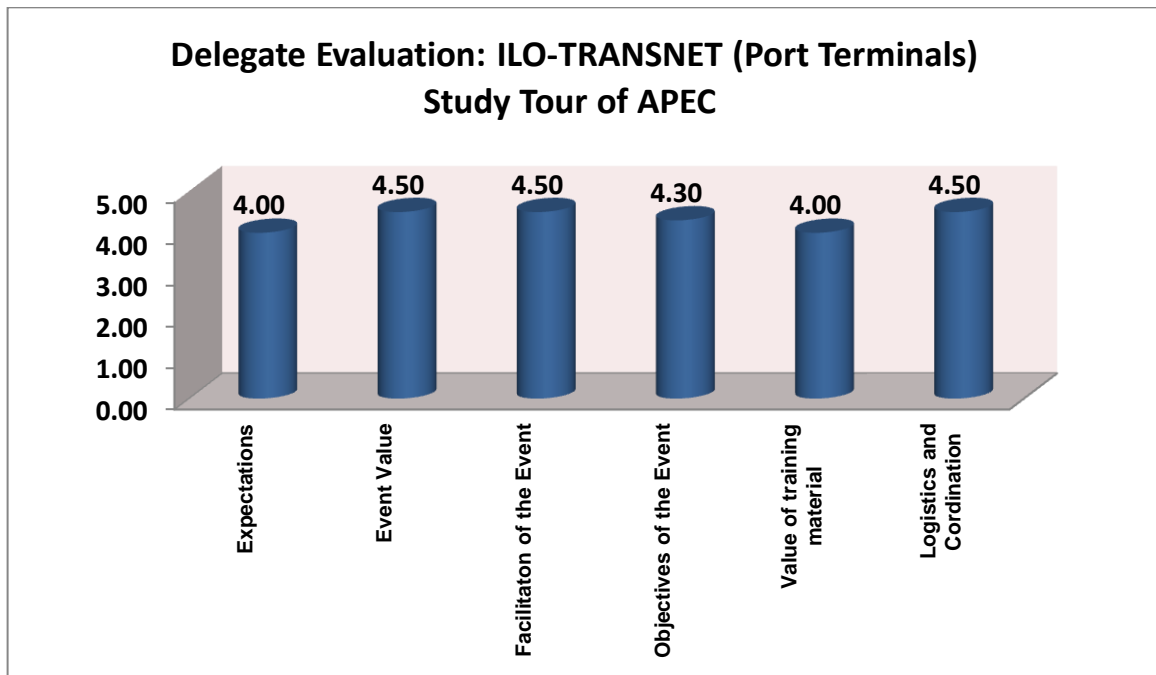


Figure 2: Delegate evaluation of STC

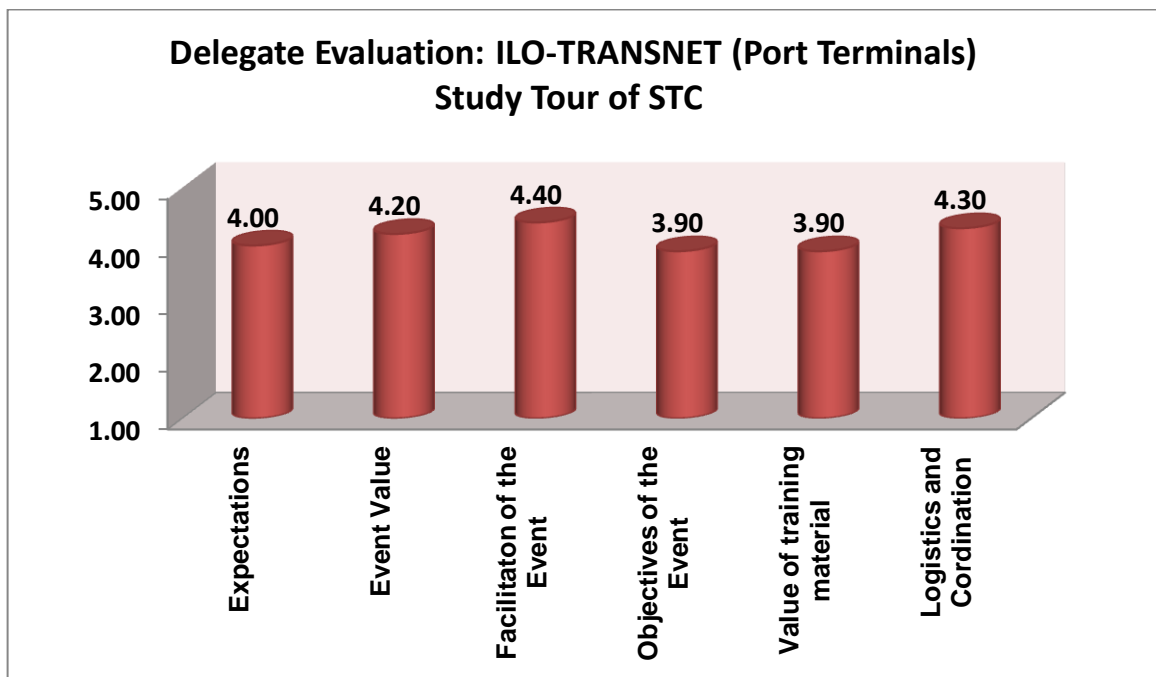
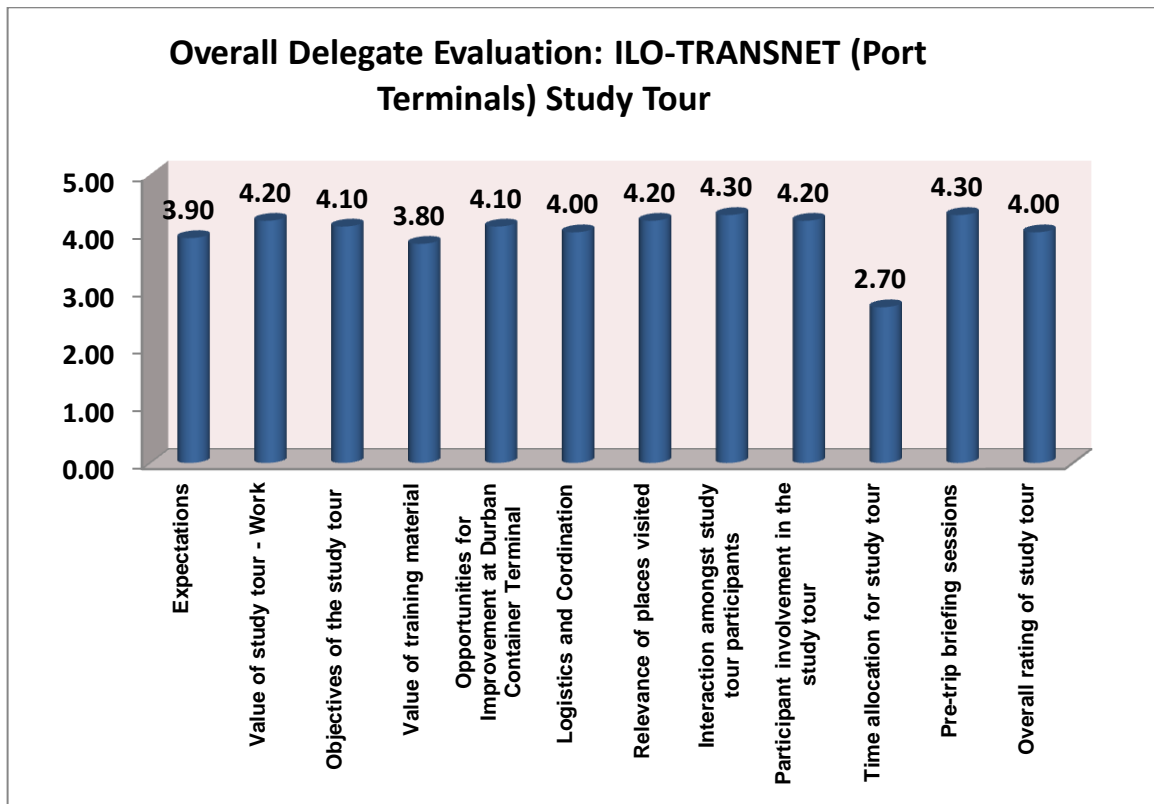


Figure 3: Overall delegate evaluation of study tour



## 2.2. Delegate report back

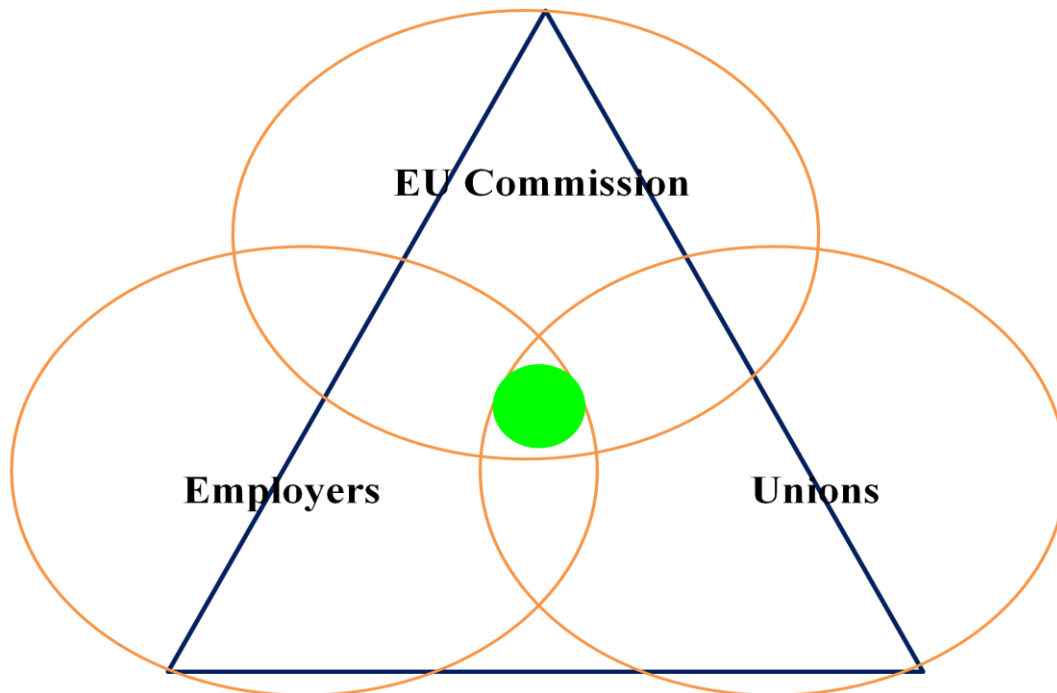
The delegate report back template allowed for the collection of information for the coalition of a presentation by the delegates focusing on (i) Social dialogue, (ii) Port training facilities, (iii) Operations exposure and (iv) Recommendations.

The delegate report back on each of the following areas, Social dialogue, Port training facilities, and Operations exposure is detailed below.

### 2.2.1. Social dialogue partners

Social dialogue is defined by the ILO to include all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. **Figure 4** below gives a diagrammatic representation of the social dialogue partners in Europe

**Figure 4: European representation of social dialogue partners**



From the figure above it can be noted that the main partners in the social dialogue processes are the European Union (EU) Commission, Employers and Employees.

### **How do social dialogue mechanisms work?**

- It can take place at the national, regional or at enterprise level.
- The main goal of social dialogue itself is to promote consensus building and democratic involvement among the main stakeholders in the world of work.
- Successful social dialogue structures and processes have the potential to resolve important economic and social issues, encourage good governance, advance social and industrial peace and stability and boost economic progress.

### **Social dialogue: Government perspective**

- In the EU zone there are sectoral social dialogue committees which at:
  - National level focus on policy issues and define broadly the economic, social and environmental performance indicators whereas at,
  - Regional and local level focus inter alia they reflect on social issues such as training programme on safety, technology, innovation and casualisation (fought against self handling).
  - Support government priority areas for e.g. ensuring that the country has competitive advantage and the job for the future.
  - Share the value proposition of the country

### **Social dialogue: Employers perspective**

- Social dialogue focuses on:
  - Training: targeting attainment of minimum quality requirements
  - Health and safety with focus on proper application and prevention strategy
  - Establishment of labour pools and capacitating those pools

### **Social dialogue: Employees perspective**

- The main goal of social dialogue itself is to promote consensus building and democratic involvement among the main stakeholders in the world of work through:
  - Agreement of labour pool differ per terminal and ports
  - Clear dock worker placement and developmental strategy
  - All parties agreeing on the seven (7) placement requirements
  - Clear succession plan in place, start at the bottom and work your way through
  - Only recognised dockers are entitled to work in the port

### **2.2.2. Port training facilities**

In terms of the Port training facilities the focus of the discussion is on the two Ports training facilities visited during the study tour namely APEC and STC. Highlights of the functional training offered at these two training centre's are also provided.

#### **APEC**

- Is run as an autonomous unit with its management structure and a board
- It runs seminars that are led by subject matter experts
- It offers customised training globally at a strategic level (management)
- It raises its own income from such seminars to various port operators and by servicing those with scholarships
- It is open to extend cooperation agreements between itself and Transnet School of Port Operations, similar to existing ones in Morocco and Brazil

#### **APEC: Functional training**

- Port of Antwerp has fully fledged school with well established facilities:
  - Dedicated training grounds with handling equipment and cargo replicas

- Simulators
- Permanent training facilitators e.g. engineers for the theory and ex operators for practical
- Supervisory training is not done there

## **STC**

- Is run as an autonomous unit with its management structure and a board
- It runs seminars that are led by subject matter experts
- It has customised training interventions
- It raises its income from such seminars to various port operators and by servicing those with scholarships
- Maritime education covering ages 12 years to Masters degree
- It has international presence and has offices in RSA

## **STC: Functional training**

- Port of Rotterdam has comprehensive maritime training facilities:
  - State of the art simulators, which allow for customised programmes reflecting the layout of each terminal
  - Comprehensive cooperation with National government
  - Provide train the trainer programme on simulators

### **2.2.3. Operational exposure**

In terms of operational exposure the focus of the discussion is on the visit of the Port of Singapore Authority (PSA) terminal in Antwerp and the Port of Rotterdam.

- Visited Port of Singapore Authority (PSA) terminal in Antwerp
  - No empty leg on landside straddle carriers
  - Double decker house keeping trailers
  - Enhanced visibility of stack and technical vehicle

- Short travelling distances for the straddles
- Discharging between the legs of the crane
- Strict enforcement of safety rules
  
- Visited the Port of Rotterdam
  - Multi trailer for housekeeping and rail
  - Strict enforcement of safety rules
  
- Input on the importance of good plans
  - Yard plan to mirror the vessel plan
  - Planners board the vessel to discuss the stow plan
  - Strong cooperation with the Flanders Institute Of Logistics - Concerted effort to align with government strategic goals by focussing on :
    - Supply Chain Organisation – Smooth flow of goods
    - Supply Chain Intelligence – New technology such as Radio Frequency Interphase Data (RFID), etc.
    - Supply Chain Security – Cargo protection, bio-metrics access control for the truckers
  
- Different formulas for the calculation of GCH
- No 100% check on seals both on exports and imports

### **2.3. Delegate report back: Recommendations**

The report back from the delegates also includes recommendations in five categories namely;

- i. People
- ii. Safety
- iii. Speed
- iv. Quality and
- v. Costs

### **2.3.1. People**

1. Overhaul attitude towards the school:
  - Revisit the trainer: trainee ratio
  - Revisit training duration
  - Smart use of simulators
  - Set up proper training facilities geared towards improving quality of training
  - Position the school as the regional hub for SADC
  - Choose appropriate persons to be mentors across all grades
  
2. Deepen employee participation(Social Dialogue) in decision making
  - Allow Unions in Port and terminal expansion discussions
  - Seek users input before procuring equipment
  
3. Take care of the common ailments:
  - On site emergency service – the clinics we currently have can be boosted by some sort of strenuous relief instruments.
  - Physiotherapy service e.g. when it comes to operators complain about back pain.

### **2.3.2. Safety**

1. Stack check and technical vehicle used for breakdowns must be fitted with a raised red and white flag to help with visibility
2. Train operations' centre managers on weather report interpretations
3. Install traffic lights at busy intersections
4. Proper induction or training before the actual job especially on casual labour hiring, because the equipment used in the terminal are expensive to be left on the hands of untrained staff.



### **2.3.3. Speed**

1. Convert rail ops bathtubs to double decker trailers on condition that we are mindful of the excel design
2. Eliminate empty leg on landside equipment- focus on units per machine
3. Introduce multi trailers for e.g. housekeeping, inter terminal transfers etc

### **2.3.4. Quality**

1. Bring planner trainers to SA to help with planner training
2. Start reporting on social performance indicators such as:
  - Corporate Social Investment (CSI)
  - Employment numbers (direct and indirect)
  - Have open days for high school and tertiary students
  - Take Durban Port Liaising Committee (DPLC) forum and other similar structures seriously
  - Report on environmental performance indicators
3. Share with employees the value proposition of TPT and DCT
4. Advance planning of annual leave (SAP flexibility)

### **2.3.5. Costs**

1. Discuss and agree on suitable manning philosophy aiming at taking away casualisation e.g. a labour pool concept that is suitable for SA conditions
2. Implementation of learnerships to create a skilled pool of the labour force.
3. Fit straddle carriers with a metal plate that picks up small metal pieces and nails that could cut the tyres
4. Auto flush for the toilets

The recommendations listed above in the five areas shall be used as a means to highlight some of the action items for the Port Work Development project.

### **3. SUMMARY OF KEY FINDINGS**

This section deals with the summary of the key findings of the study tour from looking at the findings of the study tour evaluations and feedback report.

1. The study tour was successful in exposing the delegates to examples of world class Port Operations, Port Schools and various Social Dialogue mechanisms adopted by Ports which seek to create competitiveness in both countries.
2. Both training schools have sought to foster further relationship through a range of initiatives, specifically focusing on training interventions to build capacity.
3. In both countries there is ongoing debate with regards to social dialogue mechanisms and various mechanisms are used to stimulate social dialogue with the various stakeholders.
4. The Port Work Development project will further analyse the recommendations from the delegates as a source for identifying some of the project activities.

## 4. ANNEXES

### 4.1. Study visit travel itinerary

- 1 BA6218 M 11 NOVEMBER DURBAN / JOHANNESBURG HN16 **1610 1715**
- 2 AF 995 G 11 NOVEMBER JOHANNESBURG / PARIS CDG HK16  
**2015 0555+1**
- 3 AF7181 G 12 NOVEMBER PARIS CDG / BRUSSELS MIDI STN HK16  
**0747 (rail)**

#### Rail Journeys (in addition to numbers 3 and 4):

Departing 17 November - Antwerp Central Station / Rotterdam Central Station

**Depart: 08h31 Arrive: 09h01**

Departing 18 November - Rotterdam Central Station / Brussels South/Midi Station

**Depart: 11h58 Arrive: 13h10**

- 4 AF7186 G 18 NOVEMBER BRUSSELS MIDI STN / PARIS CDG HK16  
**1609**
- 5 AF 990 G 18 NOVEMBER PARI CDG / JOHANNESBURG  
HK16 **2320 1100+1**
- 6 BA6223 M 19 NOVEMBER JOHANNESBURG / DURBAN HN16  
**1455 1600**

## 4.2. Study visit programme

### **PROGRAMME, Brussels and Antwerp (APEC)**

**Saturday 12th of November:** check in at the Scandic Hotel

**Hotel physical address:**

Lt. Lippenslaan 66 - 2140 Antwerp, Belgium

Tel: +32 3 217 48 01

<http://www.scandichotels.com>

Leisure Days on 12<sup>th</sup> and 13<sup>th</sup> November 2011

**Monday 14th of November:** (Brussels)

- Welcome at SERV
- Introduction to Flanders and the Flemish
- Social dialogue Introduction to the Flemish Ports Committee
- Discussion
- Lunch at SERV
- Conflict solving and arbitration in social conflicts (Federal Public Service Employment, Labour and Social Dialogue)
- European Trade Union Confederation ( ETUC) European Economic and Social Committee (EESC)

**Tuesday 15th of November:** (Antwerp)

- Welcome & Meeting with APEC
- Introduction on the Port of Antwerp
- Presentation on & discussion with CEPA (Port Employers' Association)
- Sandwich Lunch
- Visit to and discussion with OCHA (Training school for dockers)
- Guided visit to the Port of Antwerp

**Wednesday 16th of November:** (in Antwerp)

- General presentation on the functioning of the labour union federation in Belgium (by the unions)
- Specific Port Labour (by the unions)
- The Public Companies (by the unions)
- Sandwich Lunch
- Session with discussions on social dialogue and advising/commitment in policymaking (Unions, SERV, Federal Government)

**17 November 2011**

ETA STC-Group HQ **10:30 AM** (transfers from Rotterdam Central Station to STC)

ET Day Closing **05:00 PM** (check-in at the Maritime Hotel after day's proceedings)

**Hotel physical address:**

Willemskade 13, 3016 DK Rotterdam

Tel : +31 (0)10 20 10 900

[www.maritimehotel.nl](http://www.maritimehotel.nl)

- Welcome at STC
- General presentation
- Lunch
- Tour of the building including STC simulators
- Meeting with a Port Worker Union: 'The rise and fall of the Rotterdam port worker labour pool'
- Discussion

Transfers to Hotel

**18 November 2011**

ETD Hotel **09:00 AM**

ETA Rotterdam Central train station **01:00 PM**

- Transfers and accompanied visit to a container terminal at Maasvlakte
- End of visit to STC and transfers to Rotterdam Central Station

### 4.3. Delegate evaluation and report back questionnaires



Date	14 <sup>th</sup> – 16 <sup>th</sup> November 2011
Event	Study Tour (Promotion of Decent Work in South African Transport Sector Phase 1)
Organisation	APEC

#### EVENT EVALUATION BY DELEGATES

Kindly give us feedback on above the event so that we can continuously improve our services.

Name and Surname (Optional): \_\_\_\_\_

**Rate the following attributes using a five (5) point scale with 1 representing very poor and 5 representing excellent**

Did the event meet your expectations? Comments:	1	2	3	4	5
Was the events organized by APEC (namely of value to you) Comments:	1	2	3	4	5
How would you rate the facilitation of the event Comments:	1	2	3	4	5
Do you believe that the objectives of the event were met? Comments:	1	2	3	4	5
What was the value and usefulness of the training material Comments:	1	2	3	4	5
How would you rate the logistics and coordination of the event? Comments:	1	2	3	4	5

1. Any other comments?

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Date	17 <sup>th</sup> – 18 <sup>th</sup> November 2011
Event	Study Tour (Promotion of Decent Work in South African Transport Sector Phase 1)
Organisation	STC

### EVENT EVALUATION BY DELEGATES

Kindly give us feedback on above the event so that we can continuously improve our services.

Name and Surname (Optional): \_\_\_\_\_

**Rate the following attributes using a five (5) point scale with 1 representing very poor and 5 representing excellent**

Did the event meet your expectations? Comments:	1	2	3	4	5
Was the events organized by STC (namely of value to you Comments:	1	2	3	4	5
How would you rate the facilitation of the event Comments:	1	2	3	4	5
Do you believe that the objectives of the event were met? Comments:	1	2	3	4	5
What was the value and usefulness of the training material Comments:	1	2	3	4	5
How would you rate the logistics and coordination of the event? Comments:	1	2	3	4	5

1. Any other comments?

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**DELEGATE EVALUATION AND REPORT BACK OF THE ILO – TRANSNET (Port Terminals) STUDY TOUR to Brussels, Antwerp (APEC) and Rotterdam (STC) 11<sup>th</sup> – 19<sup>th</sup> November 2011**

Dear Delegate,

Please reflect on the above study tour and provide us feedback. Please note that for monitoring and evaluation purposes of the Port Worker Development Project completion of the delegate evaluation and report back is compulsory.

**SECTION A: DELEGATE EVALUATION**

Rate the following broad areas relating to the study tour using a five (5) point scale with 1 representing very poor and 5 representing excellent. Please feel free to provide any additional comments

How would you rate the study tour in terms of meeting your expectations? Comments:	1	2	3	4	5
How would you rate the value of the study tour to you work Comments:	1	2	3	4	5
Do you believe that the objectives of the study tour were met? Comments:	1	2	3	4	5
What was the value and usefulness of the training material Comments:	1	2	3	4	5
How would you rate the study tour in terms of the opportunities presented for improvement at Durban Container Terminal Comments:	1	2	3	4	5



How would you rate the logistics and coordination of the study tour? Comments:	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
How would you rate the relevancy of places visited in relation to the study tour objectives? Comments:	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
How would you rate the interaction among the study tour participants? Comments:	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
How would you rate the amount of participant involvement in the study tour? Comments:	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
How would you rate the time allotted i.e. one week for the study tour? Comments:	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
How would you rate the pre-trip briefing session? Comments:	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
What is your overall rating of the study tour? Comments:	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>SECTION B: DELEGATE REPORT BACK</b>
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**Benchmarking / New Ideas**

1. List and explain in detail at least 3 new ideas gained from the study tour that can be utilized in your work or at Durban Container Terminal? Please focus on the following areas

1. Operations	2. School of Port Operations	3. Social Dialogue Mechanisms

2. Please list three specific expectations of this study tour? In other words, list three things that you like see accomplished as a result of your participation in this Study Tour.
3. What synergies do you see between Durban Container Terminal and the institutions visited during the study tour?

**On-Site Visits**

1. What was the value of the On-Site Visits?
2. Which site visit provided the most utility for your work situation?

**Technical Presentations**

1. Which of the Technical Presentations was the least informative?
2. Which presentation(s) provided the most utility for your work situations? Please list by name, but not more than 3

**General**

1. What did you like best about the study tour?