

ORGANIZATION OF AMERICAN STATES (OAS)

FINAL REPORT

**SEMINAR FOR THE CARIBBEAN COUNTRIES ON PORT STATISTICS,
COSTS AND TARIFFS**

**August 27-31, 2007
Kingstown, Saint Vincent and the Grenadines**

INTER-AMERICAN COMMITTEE ON PORTS (CIP)

Seminar for the Caribbean Countries on Port Statistics, Costs and Tariffs

Final Report

- I. Background.** The Inter-American Committee on Ports (CIP) and the Saint Vincent and the Grenadines Port Authority (SVGPA) jointly organized a seminar on Port Statistics, Costs and Tariffs for port officials of the Caribbean countries. The seminar took place from August, 27 - 31, 2007 at the Sunset Shores Beach Hotel in Kingstown, Saint Vincent. Overall co-ordination before and during the seminar was conducted by Mr. Carlos M. Gallegos, CIP Executive Secretary, and Mr. Paul Kirby, SVGPA General Manager.

The seminar was on the activities contemplated within the 2004-2007 Action Plan executed by the CIP Executive Board and benefited from twelve scholarships of the OAS bursary scheme for training port officials of the Hemisphere. Other participants were sponsored by their own companies, public or private, with a few of them covering their own expenses.

The objective of the seminar was to provide the concept and tools to use statistics, performance indicators, cost systems and tariffs for setting up strategies and managing ports. More specifically participants following the seminar were able to use statistics and performance indicators for managing ports as well as controlling their collection, processing and presentation; identify the shortcomings of traditional port systems and overcome them by introducing and using ABC costing; and use pricing as a tool for increasing port competitiveness within a regulatory economic and environmental framework.

- II. Participants.** The seminar was open for up to 36 senior and middle managers of port and port-related companies having a minimum of two years in the sector and at least one in the area associated with statistics, costs and tariffs. A total of thirty one port officials from the following thirteen countries participated in the seminar: Antigua and Barbuda (2), Bahamas (1), Barbados (1), Belize (2), Dominica (1), Guyana (3), Grenada (3), Jamaica (1), Saint Lucia (1), Suriname (2), Saint Kitts and Nevis (1), Saint Vincent and the Grenadines (11) and Trinidad and Tobago (2). Gender distribution was 17 males and 14 females. Annex 1 provides the List of participants with their email contact address.

III. Instructors and administrative staff. The seminar was delivered by two instructors, Mr. C. Canamero and Mr. G. Wilmsmeier, with Mrs. W. Cierra acting as Administrative Assistant. Two SVGPA administrative staff also provided support notably for logistics tasks. Annex 2 provides the List of Coordinators and Instructors.

IV. Seminar Training Materials. Ad-hoc printed training materials, about 80 pages, were prepared for the seminar under the following headings: Seminar Manual, Hand-out of Presentations, Case Studies and Simulation Games. The latter were used in previous CIP Tariffs seminars. Annex 3 provides the detailed list of printed documents delivered to participants.

V. Delivery of the Seminar. The seminar was conducted from 08:30 to 18:00 hours with morning and afternoon pauses from 10:30-11:00 and 15:30-16:00 respectively. Lunch was from 12:30 to 14:00. The seminar content and daily schedule was indicated in the Newsletter dated May 15, 2007 (see Annex 4) and actual delivery followed content and schedule with slightly variations.

The Opening Ceremony was conducted on Monday, August 27, 2007, from 08:30 to 09:30 and was attended by the Seminar Coordinators, senior country officials and OAS Country Representative. The Ceremony opened by a solo steel-pan rendition of the National Anthem which was followed by prayer from Mr. Vini Robin. The next speaker was Mr. Paul Kirby whose opening remarks distilled interesting insights on the role of human capital for company's decision-making and success and the importance of training to this end. Mr. Vincent I. Beache provided the welcome address to visitors to the country and reflected on the importance of efficient ports in an era of frequent travel and increased production and consumption of internationally-traded goods. The remarks from Mr. Carlos M. Gallegos provided an overview of CIP activities in the hemisphere and in particular for the benefit of countries in the Caribbean. Mr. Andrew Woodruff from the Chamber of Industry and Commerce provided the feature address and Mr. Edmond Jackson Council Member of SVGPA was responsible for the vote of thanks. The opening ceremony was reported by the national media.

The seminar proceedings started at 9:30. The day was fully devoted to the subject of statistics and performance indicators. There were presentations by the instructors on these issues which included features observed in the Caribbean region. Participants were then grouped into six syndicates to solve Case Study One that focused on the managerial needs for having statistics and the calculation of operational performance indicators for improving both occupancy and ship turnaround time. The first half of the Tuesday morning session was devoted to the use of Benchmarking in ports and this completed

the first issue of the seminar. The rest of the day was devoted to the cost subject: presentations covered the content of traditional cost systems for industries and their application in ports, the limitation of these cost systems for providing a meaningful allocation of indirect costs for calculating unit costs and the proposals for introducing strategic costing systems notably the Activity-based Costing (ABC). The case Study Two covered the calculation of unit costs for a tug company in part 1 and developed the broad lines of ABC for a port authority in part 2. During the evening the layout of the Conference Room was changed to carry out the simulation games – six PC and a printer were installed in a network.

The subject of tariffs was covered from Wednesday onwards. An overall presentation introduced the subject early in the morning and was followed by a presentation of the relationship between strategies and tariffs. Case Study Three dealing with this relationship was solved during the morning by groups working in syndicates. A short port-city visit was conducted around the lunch pause and activities resumed at 14:30 to discuss the issue of the company's financial objectives and tariffs. The first simulation game, the case of a Bulk Terminal Operator, was used by participants working in syndicates to practice this issue. The first activity of Thursday morning was the presentation by selected groups of the overall performance achieved during the simulation game. Then the issue of the company's marketing objectives and tariffs was presented and practiced by participants using the simulation game Container Terminal Operator. The groups made presentations to illustrate their own performance over the several game rounds on Friday morning and a wrap-up discussion summarized lessons learnt. The impact of tariffs on customers was then presented and a discussion on their applicability in the Caribbean region was carried out instead of conducting a game of general nature on the subject. During Friday afternoon the issue of authorizations, leases and concessions were presented in relation to the operating systems that prevail in ports, the main clauses of concessions were explained and detailed explanation was made of the pricing clauses of concessions. A final simulation game, Tendering for a Multipurpose Terminal was executed also during the afternoon to underline the importance of selecting the factors that allow bidders to make comparable offers.

The closing ceremony took place from 17:30 to 18:00. The ceremony opened with a prayer conducted by Mr. J. Berkeley from Trinidad and Tobago. This was followed by the opening remarks by Mr. Paul Kirby, SVGPA General Manager and the instructor's remarks. The farewell remarks and presentation of certificates were made by Mrs. Melene Glynn, OAS Representative in Saint Vincent and the Grenadines. The closing remarks were made by Mr. Carlos M. Gallegos, CIP Executive Secretary, and Mr. Walwyn Nichols from Campden Park Container

Port (SVGPA) expressed the vote of thanks. A Solo Steel-Pan Music closed the event.

VI. Evaluation of the Seminar. Participants were asked to fill an evaluation questionnaire to assess the relevance and applicability of the seminar to the conditions prevailing in the ports of the region and improve the training materials. The results are given in Annex 5. A short summary of the results follows.

More than two thirds of the participants indicated that the seminar content was related to a large extent to their managerial needs with the remaining indicating that it was sufficiently related to those needs. Concerning the duration of the seminar, 55% indicated that it was correct and 41% considered it too short – about one and a half weeks was deemed better. Less discrepancy was found on the daily workload as 62% considered it correct.

The time allocated to presentations, case studies, games and discussions was deemed correct by the vast majority of participants as percentages were 86%, 97%, 90% and 83% respectively. The performance of instructors in carrying out these elements of the seminar was deemed good by more than two thirds of the participants as the percentages fetched were 70%, 77%, 73% and 83% respectively.

Concerning the subjects covered in the seminar, statistics, tariffs and investments and tariffs and marketing were deemed very important by 80%, 77% and 73% of the participants respectively; lower percentages, 60% and 62% were reached by the other two subjects covered in the seminar; costs and ABC costing and tariff impact and other items respectively.

Specific suggestions were made to expand material related to the presentation of statistics and the revision of tariffs and add topics dealing with maritime transport and controlling operations. The high possibility for the practical application of the lessons learnt during the seminar is supported by the fact that none indicated they would be unable to practice the content related to statistics and related items. The percentage of participants stating that they would be unable to put into practice other seminar contents were limited; 18% for costs and ABC, 15% for tariffs and investments, 15% for tariffs and marketing and 12% for tariffs impact and other items respectively.

Finally, 50% of the participants considered that the administrative and organizational arrangements for the seminar were good and praised the good time keeping for the week. Another 40% deemed the arrangements adequate.

ANNEX 1 LIST OF PARTICIPANTS

Country	Last name	Name	Institution	E-mail	E-mail 2
Antigua and Barbuda	DYER	Editha	Port Authority	dyeredith@yahoo.com	jjd_b@hotmail.com
Antigua and Barbuda	MACK	Hugh	Port Authority	mackhc2@hotmail	
Bahamas	BODIE	Jennifer	Port Department, Ministry of Maritime	portanp@batelnet.bs	
Barbados	ROACH	Glenn	Barbados Port Inc.	groach@barbadosport.com	
Belize	CABRAL	Carol	Port Authority	cabral@btl.net	
Belize	REYES	Leonell	Port of Belize	ca@portofbelize.com	
Dominica	VALERIE	Mysline	Dominica Air and Sea Ports Authority	mysval@hotmail.com	
Guyana	BAKER	Lionel	John Fernandes Limited	lpb@jf-ltd.com	egracem@yahoo.com
Guyana	DE LIMA	Sterling	John Fernandes Limited	sterling@jf-ltd.com	dxwelsh@hotmail.com
Guyana	MARS-VIGILANCE	Earnestine	Maritime Administration Department	marad@networksgy.com	capellapop2003@yahoo.co.uk
Grenada	BUDD	Delia	Ports Authority	grenport@spiceisle.com	accountantgpa@spiceisle.com
Grenada	JOSEPH	Lazarus	Ports Authority	grenport@spiceisle.com	
Grenada	NEWTON	Gail Ann	Ports Authority	grenport@spiceisle.com	
Jamaica	LEON	Ishmael	Port Authority	lleon@portjam.com	smepor@sr.net

Saint Lucia	HERMAN	Grace	Air and Sea Ports Authority	grace.herman@slaspa.com	smepor@sr.net
Suriname	MARENGO	Orpheu	Suriname Ports Management Company	orpheu95@hotmail.com	Hollis.prentice@scaspa.com
Suriname	RITFELD	Ricky	Ports Management Company	rickyelvis@hotmail.com	
St Kitts and Nevis	PRENTICE	Hollis	St. Christopher Air and Sea Port	holstancia@yahoo.com	
St Vincent and the Grenadines	ALEXANDER	Brian	Customs and Excise Dept	zelloalexander@yahoo.com	
St Vincent and the Grenadines	CAMBRIDGE	Evelyn	Dougies Customs and Shipping Agency Ltd	dougiesshipping@yahho.com	
St Vincent and the Grenadines	ENGLISH	Winston	Wills Agencies Ltd	wills@canibsurf.com	beemean@gmail.com
St Vincent and the Grenadines	HUGGINS	Ginel	Port Authority	sweetiefox36@hotmail.com	
St Vincent and the Grenadines	JOHN	Bishen	Port Authority	bishen_john@yahoo.com	
St Vincent and the Grenadines	LOTMORE	Angel	Port Authority	Lobcouch@hotmail.com	
St Vincent and the Grenadines	MCMASTER	Jeffeth	Statistical Office	jmcmaster.stats@mail.gov.vc	
St Vincent and the Grenadines	NICHOLS	Walwyn D.	Campden Park Container Port Ltd		sherilprovidence@hotmail.com
St Vincent and the Grenadines	PHILLIPS	Pamella	Port Authority	mellamouse1@hotmail.com	Patriciasmall4@hotmail.com
St Vincent and the Grenadines	PROVIDENCE	Ariette	Island Wide Shipping	islandwide@vincysurf.com	justjase@accamail.com
St Vincent and the Grenadines	SMALL	Patricia	Customs and Excise Department	customs@vincysurf.com	
Trinidad and Tobago	BERKELEY	Jason	Port of Span	jasonb@patnt.com	jjd_b@hotmail.com
Trinidad and Tobago	DASS	Kiran	Port Authority	kirand@patnt.com	

ANNEX 2
LIST OF COORDINATORS AND INSTRUCTORS

Country	Last name	Name	Institution	E-mail	E-mail 2
St Vincent and the Grenadines	KIRBY	Paul	Port Authority	portsvq@vincysurf.com	
	GALLEGOS	Carlos	CIP/OAS	cgallegos@oas.org	
	CANAMERO	Carlos	Consultant	cecanamero@bluewin.ch	
	WILMSMEIER	Gordon	Consultant	g.wilmsmeier@napier.ac.uk	g.wilmsmeier@s-and-w.org

ANNEX 3 LIST OF DOCUMENTS

- 1.** Seminar manual
- 2.** Hand Outs of presentations
 - Seminar Objective (CC)
 - A brief introduction to the Caribbean Port Sector (GW)
 - Statistics and performance indicators (CC)
 - Port performance (GW)
 - Strategic Costing (CC)
 - Port pricing (GW)
 - Strategic pricing (CC)
 - i. Strategies and financial objectives
 - ii. Marketing and marketing objectives
 - iii. Impact on customers. Regulation
- 3.** Case Studies
 - Case Study One: Part 1 – Port Statistics; Part 2 – Performance Indicators
 - Case Study Two: Part 1 – Tug Operator; Part 2 - ABC Costing for ports
 - Case Study Three: Port strategies and pricing
- 4.** Simulation Games
 - Bulk Terminal Operator (BULKTER) - Rounds 1 to 4
 - Container Terminal Operator (CONTERM) – Rounds 1 to 5
 - Proposal for a Multipurpose Terminal (TENDER)

CC = Carlos Canamero
GW = Gordon Wilmsmeier

ANNEX 4 NEWSLETTER

1. **Name:** Seminar for the Caribbean countries on Port Statistics, Cost and Tariffs.
2. **Objective:** The main objective of the seminar is to provide the concepts and tools to use statistics, performance indicators, cost systems and tariffs for setting up strategies and managing ports. More specifically participants will be able to: Use statistics and performance indicators for managing ports as well as controlling their collection, processing and presentation; identifying the shortcomings of traditional port costing systems and overcome them by introducing and using ABC costing; and using pricing as a tool for increasing port competitiveness within a regulatory economic and environmental framework.
3. **Organizers:** Saint Vincent and the Grenadines Port Authority (SVGPA) and the Inter-American Committee on Ports (CIP) of the Organization of American States (OAS).
4. **Dates, city, and venue:** The seminar will take place from **August 27 – 31, 2007** in Kingston, Saint Vincent and the Grenadines, at the Sunset Shores Beach Hotel (P.O. Box 849, Villa/St. Vincent, W.I., Tel: 784-458-4411, Fax: 784-457-4800, E-mail: sunshore@caribsurf.com, <http://www.sunsetshores.com>)
5. **Languages:** English.
6. **Participants:** The seminar is open to 36 participants from Caribbean countries who are senior and middle managers of port companies, government officials working in the port sector, and/or senior staff of port companies and organizations. Participants must have two years of experience in the port sector and at least one year in an area associated with cost, tariffs and/or statistics. 10 positions will be taken by officials from the SVGPA and 26 positions will be open to foreign participants.
7. **Foreign participants:**
 - (a) *With fellowships:* The Inter-American Committee on Ports (CIP) and the SVGPA will provide up to 15 fellowships for foreign participants, which includes airfare and lodging. To apply for the fellowships applicants must comply with the following requirements:
 - i. Be a citizen from the OAS English Caribbean countries.
 - ii. Have a university degree preferably related to management, accounting, finance or a 5 years working equivalency.

- iii. Letter or presentation by the ports authority /port administration of your country.
- iv. Two (2) years of experience in the port sector and at least one (1) year in an area associated with cost, tariffs and/or statistics.
- v. Knowledge in working with work sheets (Excel).
- vi. Copy of your current passport or ID.
- vii. Completion of the attached registration form.
- viii. A brief resume.

(b) *Covering their own financing (airfare and lodging):* There are 11 positions for foreign participants that comply with all requirements for the fellowships (see above).

The CIP and the SVGPA will cover registration fees, for all foreign participants (both with fellowships and covering their own financing).

All foreign applicants must send the required documentation to the Secretariat of the Inter-American Committee on Ports, 1889 F St. NW, Washington, DC, United States, Tel: 1(202) 458-3871 / Fax: 1 (202) 458-3517, or by e-mail: cip@oas.org by **June 29, 2007**. Results on fellowships and attendance with own financing will be announced by mid July.

8. Preliminary Program:

Monday, August 27, 2007

Registration of participants and Opening Ceremony

08:30 - 12:30

Globalization: port companies in competitive environments. Statistics of port companies: rational, types, and examples. Collecting, processing and using statistics. Case Study: Using commercial statistics.

14:00 - 18:00

Operational performance indicators: rational, types, and examples. Benchmarking.

Case Study: Producing and Calculating Indicators.

Tuesday, August 28, 2007

08:30 - 12:30

Port companies: business strategies and strategic costing. Costing systems and types of costs. ABC Costing.

14:00 - 18:00

Case Study: ABC costing for a Port Company. Summary and conclusions.

Wednesday, August 29, 2007

08:30 - 12:30

Port companies: portfolio strategies and strategic pricing. Sources of revenue - Case Study: Port tariff review.

Case Study: Strategic tariffs for general cargo traffic.

14:00 - 18:00

Case study review and summary.

Financial objectives of port companies and tariffs.

Game: Bulk Terminal (BULKTER)

Thursday, August 30, 2007

08:30 - 12:30

Group Presentation Bulk Terminal (BULKTER).

Marketing objectives of port Companies and tariffs.

Game: Container Terminal (CONTERM) – Introduction.

14:00 - 18:00

Game: Container Terminal (CONTERM) – Rounds 1 to 5.

Friday, August 31, 2007

08:30 - 10:30

Group presentation Container Terminal (CONTERM).

11:00 - 12:30

Tariff impact of port companies - Game: IMPACT

14:00 - 17:30

Concessions and regulations - Game: TENDER

17:30 - 18:00

Closing Ceremony

* Lunch 12:30 – 14:00; Coffee Break: 10:30 – 11:00 and 15:30 – 16:00

9. Diploma: Will be given to participants with 100 percent attendance.

10. Hotel: Participants covering their expenses are recommended to stay in the hotel where the seminar is located.

Hotel	Single	Double
<p>Sunset Shores Beach Hotel (seminar location) P.O. Box 849, Villa St. Vincent, W.I., Tel: 784-458-4411; Fax: 784-457-4800 E-mail:sunshore@caribsurf.com</p> <p>Ms. Sandra King, Assistant Manager</p> <p>For reservations in the U.S. please call Lexington Services, US Phone 800-767-1664 or 972-214-0585, Fax: 972-714-0271</p> <p>Website: www.sunsetshores.com</p>	<p>USD 100.00 Tax: 25%</p>	<p>USD 120.00 and USD 130.00 Tax: 25%</p>
Hotel	Single	Double
<p>Mariners Hotel Villa Bay Beach, St. Vincent, W.I., Tel: 784-457 4000; Fax: 784-457-4333 Email:marinershotel@caribsurf.com</p> <p>Website: http://www.marinershotel.com/</p>	<p>USD104.50 Tax: 25%</p>	<p>USD 137.50 Tax: 25%</p>

Please make reservations directly with the hotel by filling out the attached hotel reservation form and sending it to the indicated recipient. In all cases, it is appreciated if you could send a copy to the National Coordinator, Saint Vincent and the Grenadines Port Authority, Mr. Paul Kirby, Tel: (784) 456-1830 / Fax: (784) 456-2732. E-mail: svgportmgr@caribsurf.com

11. Communications: International telephone and facsimile services will be available at the user's expense at the hotel.

- 12. Arrival into the country:** Every foreigner has to carry their own passport at the time of the arrival to Saint Vincent and the Grenadines.
- 13. Currency:** East Caribbean Dollar.
- 14. Saint Vincent and the Grenadines Airport:** It is recommended to arrive at "E.T. Joshua Airport" also known as "Arnos Vale Airport" near Kingston, Saint Vincent and the Grenadines.
- 15. Customs:** Customs must be cleared by each participant on arrival.
- 16. Temperature:** tropical little seasonal temperature variation.
- 17. Attire:** For the work sessions and protocol receptions business casual is advised.
- 18. Electricity:** Electrical current is 220 volts and 110 volts.
- 19. Local Time:** In August, it is one hour less than in Washington, DC.
- 20. Coordinators:**

Carlos Gallegos

Executive Secretary
OAS/CIP Secretariat
1889 F St NW, Washington, DC, United States
Office: 695, Tel: (202) 458-3871 / Fax: (202) 458-3517
E-mail: cgallegos@oas.org

Paul Kirby

Port Manager
Port Authority Office
P.O. Box 1237, Kingston, Saint Vincent and the Grenadines
Tel: (784) 456-1830 / Fax: (784) 456-2732
E-mail: svgportmgr@caribsurf.com

**SEMINAR FOR THE CARIBBEAN COUNTRIES
ON PORT STATISTICS, COSTS AND TARIFFS**

REGISTRATION FORM
(To be filled out by all foreign participants)

Country: _____

First and Last Name: _____

Title: _____

Institution: _____

Address: _____

Telephone: _____

Fax: _____

Email: _____

Companion(s): _____

Date: _____ Signature: _____

Send to the Secretary of the CIP/OAS: Fax (1 202) 458-3517 and/or by e-mail: cip@oas.org

**SEMINAR FOR THE CARIBBEAN COUNTRIES
ON PORT STATISTICS, COSTS AND TARIFFS**



HOTEL RESERVATION SHEET AND FLIGHT INFORMATION

(To be filled out by all foreign participants covering their own expenses)

PERSONAL INFORMATION

Name:			
Address:			
City:		Country:	
Telephone:		Fax:	
E-mail:			
Credit Card:			
No.		Expiration Date:	
Name of the Credit Card Holder:			

HOTEL

Hotel	Type of Room	Arrival Date	Departure Date

FLIGHTS

Arrival Date	Airline	Flight Number	Departing From	Destination
Departure Date	Airline	Flight Number	Departing From	Destination

Please complete this form and send it via email or fax to the selected hotel:

Sunset Shores Beach Hotel: Ms. Sandra King: Assistant Manager. E-mail: sunshore@caribsurf.com , Fax: 972-714-0271, Web site: www.sunsetshores.com

Additionally, send a copy to the National Coordinator, Saint Vincent and the Grenadines Port Authority, Mr. Paul Kirby, Tel: (784) 456-1830 / Fax: (784) 456-2732. E-mail: svgportmgr@caribsurf.com

ANNEX 5

EVALUATION QUESTIONNAIRE

The organizers will be grateful for your help in completing this questionnaire. Your answers will be useful for improving the training material and future deliveries.

1) Was seminar content related to your managerial needs?

Yes, it was related to a large extent to my managerial needs 69%

Yes, it was sufficiently related to my managerial needs 31%

No, it was poorly related to my managerial needs

Others commentaries:

2) Knowing the objective and content of the seminar. What do you think about the duration?

Too long 4%

Correct 55%

Too short 41%

If the duration is NOT correct, what duration you consider the correct one?

More time for statistics. Too short due to heavy workload. It should last 1 ½ weeks.

3) What do you think about the daily workload?

Too heavy 38%

Correct 62%

Too light

Other commentaries:

Daily schedule should be 8 to 16 hours with shorter breaks.

4) What do you think about the balance between presentations, games and discussions?

	Too Much	Correct	
Too Little			
Presentations	14%	86%	<input type="checkbox"/>
Case Studies	<input type="checkbox"/>	97%	3%
Business Games	5%	90%	5%
Discussions	<input type="checkbox"/>	83%	17%

Other commentaries:

5) What do you think about the instructors?

	Good	Satisfactory	Unsatisfactory
During presentations	70%	30%	<input type="checkbox"/>
During case studies	77%	23%	<input type="checkbox"/>
During business games	73%	27%	<input type="checkbox"/>
During discussions	83%	17%	<input type="checkbox"/>

Other commentaries:

6) What do you think about the subjects discussed during the seminar?

	Very important	Important	Irrelevant
Statistics & related items	80%	20%	<input type="checkbox"/>
Costs and ABC costing	60%	40%	<input type="checkbox"/>
Tariffs and investments	77%	23%	<input type="checkbox"/>
Tariff and marketing	73%	27%	<input type="checkbox"/>
Tariff Impact & others items	62%	38%	<input type="checkbox"/>

Other commentaries:

7) Do you think important subjects were not covered in the seminar?

Which ones?

Data related to actual port statistics. Actual tariff revision. Economics of maritime transport. Marketing. Organizing tariffs. Controlling operations.

8) Do you think the seminar is relevant to the conditions that prevail in your port?

	To a large extent	To a fair degree	Little relevance
Statistics & related items	57%	36%	7%
Costs and ABC costing	32%	56%	12%
Tariffs and investments	44%	52%	4%
Tariff and marketing	42%	50%	8%
Tariff Impact & others items	54%	42%	4%

Other commentaries:

9) Do you think you would be able to practice what your learned in the seminar?

	To a large extent	To a fair degree	Little relevance
Statistics & related items	46%	54%	<input type="checkbox"/>
Costs and ABC costing	33%	49%	18%
Tariffs and investments	33%	52%	15%
Tariff and marketing	35%	50%	15%
Tariff Impact & others items	32%	56%	12%

Other commentaries

10) What do you think about the administrative and organizational arrangements of the seminar?

They were good 50%

They were adequate 40%

They were deficient 10%

Other commentaries

Time keeping well done. More time needed to know culture of country and pay respect to host country.

Date

Signature (optional)