



Sustainable Cruise Terminal Management Programme

10 – 14 NOVEMBER 2025

Five-day workshop for managers of cruise terminals or port authority executives tasked with managing cruise operations in the IORA region.

Programme Evaluation Report

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Evaluation Report

INTRODUCTION

The third edition of IORA workshop “Sustainable Cruise Terminal Management Programme” was held in Civitavecchia between the 10th and 14th November 2025. The program was funded by the Italian Ministry of Foreign Affairs and it was designed, planned and organized by Italian Ministry of Foreign Affairs, the IORA Secretariat, Costa Crociere, Confitarma, ForMare and Roma Cruise Terminal.

The programme was structured as an interactive in-person workshop held at the Rome Cruise Terminal in Civitavecchia, combining classroom sessions with on-site field activities. Designed for cruise terminal managers and port authority executives from the IORA region, the course explored critical factors affecting sustainable cruise tourism and strategies to manage them effectively. The topics discussed responded to a set of KPIs established in collaboration with the key stakeholders.

PARTICIPANTS

The workshop saw the participation of 6 representatives from Key Authorities located in the IORA region, including the Port Authorities of Mauritius, Bangladesh, and Seychelles; the Ministry of Transport of Thailand; Transnet of South Africa; and the Singapore Cruise Centre. Below the detailed list of participants.

Name	Organization
Bimal Roy Ajay Muttylall	Superintendent, Port Operations, Mauritius Ports Authority
Md. Makruzzaman	Deputy Director, Mongla Port Authority
Pinpong Kemthong	Transport Technical Officer, Marine Department, Ministry of Transport of Thailand
Jacqueline Tan	Chief Executive Officer of Singapore Cruise Centre Pte Ltd
Dineo Mazibuko	General Manager: Commercial, Transnet
Lynze Marimba	Director Business Development Department, Seychelles Ports Authority, Port Victoria, Seychelles

SATISFACTION SURVEY

To collect feedback and suggestions for future editions, participants were invited to complete a satisfaction survey at the end of the IORA Sustainable Cruise Terminal Management Programme. Overall, the feedback highlights a very high level of satisfaction with both the content and the organization of the course. A summary of participants' responses is presented below.

Programme Content

Participants expressed a very positive overall assessment of the programme, describing it as highly informative, relevant, and professionally enriching. The course was widely appreciated for its comprehensive overview of sustainable cruise terminal management, combining strategic perspectives with operational insights.

Among the most valued and insightful elements were the variety of topics addressed, the focus on cruise port development and management, and the opportunity to engage with real-world experiences, including site visits to terminal facilities and open knowledge-sharing by practitioners. Participants particularly appreciated the practical insights provided by port and terminal representatives, as well as the opportunity to exchange perspectives with peers from different backgrounds.

Most respondents indicated that all relevant topics were adequately covered. A limited number of suggestions for future editions included expanding content on connectivity between cruise terminals and nearby tourist attractions and providing additional insights into European sustainability policies and regulatory developments affecting cruise ports.

Logistics and Overall Organization

Feedback on logistics and overall organization was consistently positive. This result reflects the effectiveness of the overall planning, coordination, and delivery of the course.

Feedback highlighted the smooth organization of the sessions, the clarity of the agenda, and the efficient management of activities. Several participants explicitly noted that the programme was very well planned and that no major improvements were required, underlining the strong organizational performance.

Final Considerations

The IORA Sustainable Cruise Terminal Management Programme was considered a highly enriching and valuable experience, particularly for its focus on cruise port management, sustainability, and operational best practices.

All participants indicated that they would recommend the programme to colleagues and peers, reflecting a very high level of overall satisfaction. Many participants also expressed appreciation for the open exchange of knowledge and practical insights, suggesting that the course offered concrete value that could be transferred to their respective organizations and professional contexts.