

No. 1 | MAY 2007



CARIBBEAN MARITIME



Caribbean Shipping
***Dealing with
Growth***



Puerto Rico
***Mayagüez
poised to
take off***



Port of Kingston
***Expanding
Beyond
Recognition***



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Except for that appearing in the Editorial column, the views and opinions expressed by writers featured in this publication are presented purely for information and discussion and do not necessarily reflect the views and opinions of the Caribbean Shipping Association.

- The Editor.



CARIBBEAN MARITIME

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The official journal of the Caribbean
Shipping Association



caribbean shipping association

MISSION STATEMENT

"To promote and foster the highest quality service to the maritime industry through training development; working with all agencies, groups and other associations for the benefit and development of its members and the peoples of the Caribbean region."

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The pursuit of excellence

A commitment from the Editor

As I write this, the Caribbean people are hosting Cricket World Cup, the biggest single event in the game. I just watched the Australian team beat the stuffing out of what, up to now, looked like a very capable Sri Lankan side. In so doing, the Aussies chalked up their 20th consecutive victory in the Cricket World Cup. Yes, 20 consecutive World Cup victories – the operative word being ‘consecutive’.

Now, a careful look at the Aussie players will reveal one simple fact. They are all human beings. Not one appears to have supernatural powers and, to the best of my knowledge, none has demonstrated such powers on the field of play. To my mind, this is the single most inspiring characteristic of the individuals in the Australian team. The fact is, they are mere mortals, playing by the same rules and in the same conditions as all the others, with no greater accumulation of individual talent than any of the other leading teams. They certainly do not boast the world's best batsman. The team with that individual, the world record holder, is not even a contender at this stage for the semi-finals. The Aussies do not have the best fast bowler or the best spin bowler in this competition.

If nothing else, the Australian cricketers' performance so far proves my argument that excellence is achievable. It is not the exclusive domain of special or gifted persons.

Excellence is achievable

My sons have adopted my personal motto. Indeed, Andrew and Jason have placed it at the top of their *curriculum vitae*. **"With relentless effort and attention to detail, excellence is achievable."** I also believe the converse of my motto to be true. Without relentless effort and attention to detail, excellence cannot be achieved and sustained.

I bring my motto as a personal commitment in establishing 'Caribbean Maritime' as the official journal of the Caribbean Shipping Association. I start this journey celebrating a quarter of a century of counsel to the General Council of the CSA and even more years of journalism and writing experience under my belt. Against this background I made a commitment to General Council on January 22, 2007 in proposing and naming this publication. And here, as Editor, I reaffirm and recommit to the CSA; to all our readers; to our advertisers; indeed, to all the peoples of the wider Caribbean Region. With relentless effort and attention to detail 'Caribbean Maritime' will achieve excellence and hence sustainability.

In future editions, this space will carry the Editorial of 'Caribbean Maritime'. The Editorial will document the position of the CSA as it continues its historical mission of bringing development to the peoples of the Caribbean, by helping to build an efficient and viable shipping sector. The CSA's objectives are clearly articulated in its mission statement. The mission of 'Caribbean Maritime' is to support and facilitate the CSA so that the Association may achieve its goals. This we will do through the pursuit of excellence. In this pursuit, we seek and invite your support and, indeed, criticism.

Mike Jarrett, Editor



Statement from the President on the launch of 'Caribbean Maritime'

TTrue to its mandate to facilitate development of the Region's shipping industry, the Caribbean Shipping Association takes another bold step forward in publishing its official journal, 'Caribbean Maritime'.

The CSA is the voice of the Caribbean shipping industry and 'Caribbean Maritime' will be a major institution in the work of the Association. 'Caribbean Maritime' is now the official journal of the CSA.

'Caribbean Maritime' will be a high quality, full color business magazine. Its editorial philosophy is "to support the growth and development of the maritime industries of the Caribbean Region". Content will therefore focus on development issues. Coverage will include cargo shipping, the cruise industry, port and terminal operations – and the individuals and organizations that make development happen. Its pages will be filled with thought-provoking articles and informed commentary.

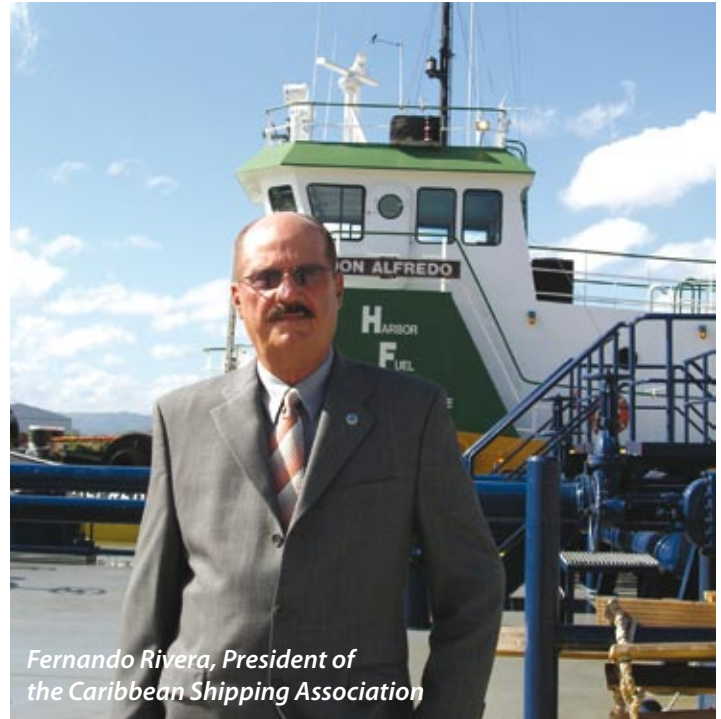
'Caribbean Maritime' will be published three times a year and distributed in over

30 countries in South America, Central America, the Caribbean, the United States of America and in European countries where shipping lines serving the Caribbean have headquarters. In addition to CSA members and the wider shipping community, the magazine will be distributed to suppliers of goods and services to the shipping industry.

'Caribbean Maritime' will be produced by the CSA. Its editor is Michael S.L. Jarrett, a journalist with over 30 years' experience who has been the CSA's Director of Information and Public Relations for the past 16 years. Mike will be using the services of one of the UK's leading maritime publishers, Land & Marine Publications Ltd, which currently produces the CSA Handbook of Caribbean Ports.

I encourage all players in Caribbean shipping to advertise in this magazine and, in so doing, to support regional shipping.

Fernando Rivera
President, Caribbean Shipping Association



Fernando Rivera, President of the Caribbean Shipping Association

Caribbean Maritime will help promote our Region

It is with pleasure that I welcome all members and friends of the Caribbean Shipping Association to the first issue of "Caribbean Maritime".

This new magazine will be recognized as the official magazine of the CSA. The magazine will be dedicated to the transportation industry within the Region and will look at all aspects of the industry. It will tackle the current issues that we face within the Region such as labour, vessel operations, agent management, human resource development and training. This will be a high-quality magazine which will serve all the interest groups within our very vibrant Association.

We are very excited about this magazine as we believe that it will further enhance the image of the CSA as "the voice of the Caribbean shipping industry". I urge everyone to distribute this magazine within your respective territory and to have copies in your offices as we firmly believe that this magazine will continue to help promote our Region as a very stable work environment and an area where we can see continued development. Having said that, I also urge us to support this venture by way of advertising and let us all be proud of this new achievement on the part of the CSA.

Please give us your feedback as we strive to make this Association even more productive in the upcoming year.

Stephen Bell
General Manager, Caribbean Shipping Association



A year of challenges successfully met

Open letter from the CSA General Manager



DEAR MEMBERS,

The year 2006 was one of challenge for the Caribbean Shipping Association as we faced the task of bringing together a new discussion group for NVOCCs. We also acted as secretariat for the Caribbean Village at the Seatrade Cruise Conference in Miami. And we faced the challenge of electing a new President and General Council at the 36th annual general meeting in Panama. Nevertheless, we had a successful General Council meeting on January 30 that allowed us to plan and prepare for the coming year.

The Secretariat used the time in January to discuss plans for both conferences scheduled for the year as well as looking at ways to improve efficiency. One area of concern is the amount of paper we produce and we will continue to pursue the use of the internet to communicate and send documents.

Last year we completed the revision of our guidelines for hosting conferences. We also created a contract for exhibitors participating in the CSA's Shipping Insight business exposition so that both parties are fully aware of their

responsibilities. The Secretariat also discussed matters raised at the General Council meeting, including the possibility of a study tour for senior executives in the maritime industry.

The CSA presented another successful annual Caribbean Shipping Executives Conference, the fifth in this series, which has replaced the semi-annual general meeting. Over 130 delegates from 15 countries attended the conference in Curaçao on May 22, 23 and 24. We faced challenges before the conference as the volcano in Montserrat erupted, creating an ash cloud that led to the cancellation of quite a few flights into Curaçao. Despite these challenges we once again had a successful conference. On the third day of the conference we presented the cruise shipping forum. There is quite a bit of interest from our members, but the CSA has to look at how best we can develop this area.

Training

The CSA conducted two training seminars since we last met at the 35th AGM & Exhibition in Barbados in October 2005. In addition, we partnered with Security Administrators Ltd as a minor sponsor in its con-

tinued efforts to train port facilities security officers.

The CSA hosted a course in Montego Bay, Jamaica, aimed at cruise operators and shore excursion businesses. This was a new attempt by the CSA with regard to training as we are looking to further our foray

owing to conflicts with the start of the cruise season. Overall feedback from the course was good. Several people said they would be interested in follow-up courses.

The second training seminar was conducted in April in Curaçao. This workshop

“The CSA Secretariat acted as secretariat for the Caribbean Village at the Seatrade Conference in Miami in March 2006. Thirteen destinations participated jointly in the annual trade show and exhibition under the Caribbean Village banner”

– and our name-brand – into the cruise ship industry. This highly concentrated course discussed practical ways in which a company's management practice will continue to enhance and improve its performance. It focused on the fact that all systems techniques and operations must be dynamic as well as being able to forecast strategies for survival in this competitive market.

A total of nine participants, all from Jamaica, registered for the course, of whom seven are on the shore excursion side of the industry. Two registered participants, Curaçao and Antigua, had to withdraw

was conducted at the Dutch Caribbean Training Centre and was attended by 15 shipping industry personnel from Barbados, Aruba, Antigua, Curaçao and Bonaire. Entitled Strategic Management for Cargo and Cruise Operations, the workshop was geared to managing directors and senior operations managers at port facilities and shipping agencies. This was a powerful management seminar on how to run a port facility within the current fast-changing environment.

In August we once again partnered with Security Administrators Ltd (SAL) on a port security officers course.

It was a well attended course with over 35 participants from four countries. This is an ongoing series being spearheaded by SAL and we fully endorse its efforts. The company's Managing Director, Capt John Ulett, has made presentations at CSA meetings over the years and has always been willing to work with the Association.

We had also scheduled a course in partnership with Trainmar for the last week of July, but this had to be postponed owing to costing (presenter's fee) and low registration. Based on experience, we will refrain from presenting courses in June and July because of low participation from members.

Caribbean Maritime Institute

Throughout 2006 we continued to work with the Caribbean Maritime Institute on various projects. We note that CMI has a new Managing Director, Fritz Pinnock, who is well known to the CSA, having worked with us as a presenter for our training seminars. We continued to serve as a member of the Jamaica Maritime Trust Fund and once again we were invited to participate at the graduation ceremonies for the institution.

Caribbean Village

The CSA Secretariat acted as secretariat for the Caribbean Village at the Seatrade Conference in Miami in March 2006. Thirteen destinations participated jointly in the annual trade show and exhibition under the Caribbean Village banner at the Miami Seatrade Cruise

Convention 2006. These 13 destinations are Antigua, Barbados, Bonaire, Curaçao, Grenada, Guadeloupe, Jamaica, Mayagüez, Martinique, Port of Miami, Puerto Rico, St Lucia, and Trinidad & Tobago. Together they represent over 3 million passenger arrivals.

The primary aim of the Caribbean Village is to leverage the Region's dominance in the cruise shipping market and promote further collaboration between national cruise shipping organizations. The Caribbean is still the premier destination for cruise lines and the key message to the cruise and travel community is that we look forward to continuing to develop this market, in conjunction with our industry partners, in a way that benefits everyone. The Caribbean Village also participates at Seatrade Europe and we expect that the Caribbean Village will continue to grow and expand as more destinations and industry partners join this collaborative effort.

This was a successful conference for members of the Caribbean Village and, based on feedback from those attending, the concept was well received and we should see our membership continue to grow. For further information please contact the CSA Secretariat.

NVOCCs

We continue to keep this issue in the forefront of all group members. Based on a decision by General Council, we made a concerted effort, with the aid of the President, to have a discussion meet-

ing for Non Vessel Operating Common Carriers at the 36th AGM. We were moderately successful, with only six NVOCCs in attendance, but I feel this is a step in the right direction. The members thought so, too, and pledged to continue their support for the CSA's efforts. Everyone agreed we should market the conferences to try to get more active participation.

Cruise Committee

The Cruise Committee remains enthused about what can be accomplished if we continue to market this area. The committee has had success with staging the Cruise Day seminar as well as acting as secretariat of the Caribbean Village.

We note that the Cruise Day needs to be better developed and we are looking at how best to market this product to take advantage in Mayagüez in May 2007. This is an area of growth in which our members need to get actively involved in order to remain viable in the maritime industry.

36th AGM, Conference & Exhibition

The 36th Annual General Meeting, Conference and Exhibition was held in Panama for the first time. Sophia Samuels, administrative assistant of the CSA Secretariat, visited Panama in September to conduct site meetings and get first-hand knowledge of the hotel and conference facilities.

Our PR director, Mike Jarrett, did a good job of marketing the conference

in partnership with the host country. Brochures for the AGM were colorful and elicited positive responses from our membership on the presentation. The host for the 36th AGM did things different than in the past. The trip to the port tour was by train and we were properly looked after on the Panama Canal Railway Co. Delegates also had an opportunity to tour the Panama Canal by vessel. The CSA also held its second annual golf challenge with over 15 golfers participating in the benefit tournament, which will continue to attract golfers in the maritime community.

This year's port award competition attracted over 10 entrants and we saw Kingston Wharves Ltd and SPRC in Cartagena walk away with the prestigious trophies for most efficient ports in the Region.

The 36th AGM, Conference and Exhibition was an extremely successful event. With over 260 delegates attending, it continues to demonstrate the CSA's importance in the regional maritime industry. Delegates, participants and presenters were pleased and impressed with the professional and efficient way the Secretariat handles all the conferences – and this is due in no small part to the efforts of Sophia Samuels, Michael Jarrett, Dionne Mason-Gordon and Andrea Cameron who works with us at the AGMs.

*Stephen Bell
General Manager,
Caribbean Shipping
Association*



CSA appoints four honorary members

The Caribbean Shipping Association has recognized the contribution of four stalwarts by appointing them honorary members of the Association.

Peter Evelyn, Michael Blackman and **Ludlow Stewart** were present in Panama at the 36th annual banquet on October 17, 2006 to receive the instrument of honorary membership and the accolades of their colleagues from the outgoing President of the Association, Mrs Corah Ann Robertson-Sylvester. The fourth person, **Noel Hylton** was not present in Panama.

Peter Evelyn was the CSA's founding President. He was chair of the steering committee that did the development work in establishing the Association and was elected to lead the Association at its first General Meeting held in Nassau in the Bahamas on October 19, 1971. Under Mr Evelyn's leadership, the CSA moved forward dealing with the fundamental decision-making, problem-solving and the setting of standards that is necessary in establishing an organization with members from different countries.

Noel Hylton, who today heads the Port Authority of Jamaica, was General Manager of the Shipping Association of Jamaica and was also a part of the steering committee that established the CSA. As the SAJ's General Manager, Mr Hylton did much of the work in registering and establishing the CSA and its Secretariat in Kingston, Jamaica. He was the CSA's first secretary and executive Vice President and had to deal with much of the documentation and establishment of procedures that the new organization required. His was the task of organizing the content and logistics of the Association's first general meetings.

Michael Blackman was the second President of the CSA. He was elected to office at the third annual general meeting, held in Kingston, Jamaica,

in October 1973. Mr Blackman served one term as President. When Ludlow Stewart moved to make training central to the work of the CSA, he turned to Mr Blackman to lead the way. Mike Blackman was therefore named the CSA's first training director in 1981 and it was he who organized and produced the CSA's first training seminars in Barbados.

Ludlow Stewart, the fifth President of the CSA, was elected to office on October 15, 1981. Mr Stewart was recognized for his role in repositioning the CSA and raising its stature and profile in the Caribbean. By inviting the political leaders in the Caribbean to participate in the opening ceremonies of the CSA (which he initiated), he brought the existence and work of the Association to the attention of regional governments. By engaging experts to make presentations to CSA conferences on topics relevant to shipping and development, he empowered CSA members. By making training a CSA priority and appointing a training director who organized the first CSA training seminars, he put to rest arguments that the CSA was only a "talk shop". Through effective public relations, Mr Stewart gave the CSA a higher profile in the Caribbean, expanded membership across the Region and gained the recognition of organizations including Caricom, allowing the Association to claim the title "the voice of the Caribbean Shipping industry".

These appointments bring the number of honorary members of the CSA to five – Alvin Henry, the CSA's second executive Vice President, was the first person to be so honoured.

Honorary members of the CSA are exempt from membership dues and all fees for attendance at conferences are waived. Honorary members of the CSA are members for life. ❧



Peter Evelyn is recognized by the outgoing President



Michael Blackman receives his honorary membership



Luddy Stewart is handed his honorary membership of the CSA

Mayagüez poised to take off

Master plan for \$1.7 billion development

By John Collins

Earmarked for major development is the Puerto Rican port town of Mayagüez, which appears poised to pull itself up by the bootstraps. High on the list are plans to dredge the harbour to 35 ft.

Founded in 1760 and located on the west coast of Puerto Rico, Mayagüez has always been a center of commerce for the country's western region. Today it has a population of 101,000 and growing.

Also known as 'The Sultan of the West' and 'The City of Pure Waters', Mayagüez has emerged as a key manufacturing center. Numerous United States corporations set up plants in the Region, attracted by the benefits of

local and federal tax incentives such as Section 936 of the US Internal Revenue Code.

Tuna industry

Over the years Mayagüez also became a center for the tuna industry. At one time an estimated 80 per cent of the tuna consumed in the US was processed and packed in Mayagüez, including brands such as Bumble Bee and Star Kist. Recently, however, the Mayagüez area saw a downturn in manufacturing as a result of the phasing out of Section 936 by the US Congress and the decision of the tuna industry to transfer operations to the Pacific. >

Mayagüez is a center of commerce for the western part of Puerto Rico





“Maritime shipping, both in cargo and cruise ships, is an important element in my plan to expand the economy of Mayagüez and the surrounding Region”

Mayor José Guillermo Rodríguez

unprecedented period of growth in the Mayagüez Region. A comprehensive ‘Master Plan for Mayagüez 2010’, coordinated by the Government of Puerto Rico under Governor Anibal Acevedo Vilar, identified \$1.7 billion in investment in 17 municipalities – including Mayagüez – and satellite communities.

“This is why Mayagüez is very proud to host the annual meeting of the Caribbean Shipping Association in May,” said Mayor Rodríguez. “Maritime shipping, both in cargo and cruise ships, is an important element in my plan to expand the economy of Mayagüez and the surrounding Region.”

Opportune time

Expanding the role of Mayagüez in shipping comes at an opportune time because the neighboring Dominican Republic has entered a free trade agreement with the United States and Central American countries called the Dominican Republic-Central American Free Trade Agreement (DR-Cafta).

Puerto Rico’s largest trading part-

Employment in the sector formerly topped 10,000 – an indication of the importance of tuna processing to Mayagüez. But, with the closure of most of the plants, it has dwindled to about 600.

At the same time, manufacturers in key sectors like apparel and electrical assembly, having lost their tax incentives, were drawn to other countries with lower wages and operating costs. This also led to dislocation in the Mayagüez Region.

Faced with this dire situation, Mayor José Guillermo Rodríguez is seeking to

diversify and revitalize the economy of Mayagüez. He has his eye on tourism, high technology services and an expansion of the port of Mayagüez and its facilities so as to take advantage of its unique location astride a popular route for both cargo vessels and cruise ships.

In 2010 Mayagüez will host the Central American and Caribbean Games and Mayor Rodríguez is convinced that this event, which will attract more than 6,000 athletes and tens of thousands of spectators, will lead to an

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ner in the Caribbean is the US Virgin Islands, but that trade is focused mainly on petroleum products from the giant Hovensa refinery in St Croix, a joint venture between Hess Oil and Petroleos de Venezuela SA.

Traditionally, however, the Dominican Republic has always been a key

Puerto Rico Chamber of Commerce, sees Mayagüez as a key element in expanding Puerto Rico's shipping role. But he sees a big problem at Mayagüez because the harbor has less than 30 ft of depth compared with 50 ft at Ponce and 35 to 40 ft at San Juan.

Another problem identified by

“Mayagüez is very proud to host the annual meeting of the Caribbean Shipping Association”

partner of Puerto Rico in the Caribbean in a trade worth over \$1.6 billion a year. Puerto Rico has nearly 50 firms with shared production facilities in the DR, which is in sight of Mayagüez.

The proliferation of these joint ventures, sometimes called twin plants, was in some cases spurred by loans under Puerto Rico's Section 936 program in support of the Caribbean Basin Initiative. Although the program has been phased out, more than 20,000 jobs that were generated in the DR remain in place.

One of the problems experienced by manufacturers in Puerto Rico with plants in the DR was the high cost of shipping. “Originally, to ship a container from Puerto Rico to the DR was \$1,500 to \$2,000,” said Edmundo Rodríguez, President of Nestor Reyes Customs Brokers. “Large firms like Baxter and Hanes Sara Lee welcomed the advent of the ferry service from Mayagüez to Santo Domingo because it brought the shipping cost per container down to about \$850 to \$950.”

Edmundo Rodríguez, who chairs the Transportation Commission of the

Edmundo Rodríguez is the traffic congestion between Mayagüez and San Juan. “This situation has to be corrected if Mayagüez is to serve the San Juan metropolitan area and eastern Puerto Rico,” he said.

Mayor Rodríguez requested bids for a major transformation of the Mayagüez port facilities. Reportedly, >

Mayagüez is seen as a key element in expanding Puerto Rico's shipping role





the winning \$600 million bid was made by the Holland Group, which will refurbish and operate the port facilities. When the changes are made, Mayagüez will emerge as a key player in both cargo and cruise business.

Partners in the Holland Group include the Port of Rotterdam, a major construction company, European investors and local partners for architecture, design and engineering.

"Mayagüez is located astride the sailing routes for the cruise ships and is an ideal port in which to break itineraries to Aruba, for example," said a source in the industry. "It has the added advantage of providing US Customs and Immigration clearance in a much less hassled atmosphere than Miami."

Enter the Holland Group

Another source in the cruise industry pointed out that Holland America Line visited Mayagüez last December and was impressed by the number of tours available in western Puerto Rico from Mayagüez. The company also found the Mayagüez municipal authorities very co-operative.

The Holland Group, which looks set to be awarded the contract to refurbish and operate the Mayagüez port facilities, has recommended several improvements to deal with some of the concerns of the shipping industry.

High on the list is the dredging of the harbor at Mayagüez to a depth of 35 ft. This vital improvement, which will require the approval and participation of the US Corps of Engineers, will enable Mayagüez to receive larger cargo vessels and cruise ships, both of which are a priority.

In addition, the Holland Group has recommended that facilities for cargo vessels and cruise ships be separated to reduce congestion and improve operational efficiency.

Nelson Perea is executive director of the Puerto Rico Techno Economic Corridor in Mayagüez, a not-for-profit entity set up to support the creation of the Technological Corridor by bringing together the public and private sectors with academia. It is funded by the Puerto Rico Industrial Development Co (Pridco) and also receives funds from the US Department of Labor under the workforce investment program.

"The Central American and Caribbean Games are an important opportunity to relaunch the Western Regional Strategy and develop our infrastructure, which needs improvement for us to attract new investment," said Perea.

"The port expansion project is very important in this because the mayor sees expanding the role of Mayagüez in shipping as crucial. Cruises are a priority because they will attract more tourists who will then come back and stay longer."

Perea also expressed concern about the cumbersome permit process in Puerto Rico. "It has to be streamlined so that things can get moving faster," he said.

Did You know?

Did you know that the CSA website is one of the most popular in the Caribbean? It is readily found by all of the major search engines on the internet, because of its wide and varied content about shipping. This makes the CSA website a major gateway to the Caribbean. It therefore makes sense to have your company's website linked to the CSA at www.caribbeanshipping.org. Contact the CSA Secretariat, csa@cwjamaica.com, for details on how to link your site to the CSA.



There are plans to dredge the harbor to a depth of 35 ft in order to receive larger cargo vessels and cruise ships

Jones Act still debated in Puerto Rico

Critics charge shipping on US cargo vessels costs more. Supporters argue shipping on foreign vessels cost as much

By John Collins

In 1920 the United States Congress enacted one of the most significant laws regarding Puerto Rico – and 87 years later one provision of it remains a subject of debate.

It is called the Merchant Marine Act of 1920 – or Jones Act for short. The voluminous measure is known by most Puerto Ricans for awarding United States of America citizenship to Puerto Ricans who had become subjects of the US as a result of the Spanish-American War in 1898 during which the island had been occupied by the US.

Another section of the Jones Act, however, is widely known in shipping and by business people. Its Section 27 restricts, to vessels built and documented in the US, the transportation of merchandise between points in the USA, including its territories and possessions embraced within the coast-wise laws. The Jones Act applies to all vessels engaged in US domestic trade, including US possessions. It therefore applies to all shipping between the US mainland and Puerto Rico.

For years, critics have charged that shipping on US cargo vessels cost more. US shipping lines that enjoy the monopoly between the US and Puerto Rico counter that shipping on foreign vessels would cost as much or even more.

The Jones Act also applies to the states of Alaska and Hawaii as well as to the US possession of Guam, in the



Pacific. Interestingly, the US Virgin Islands, like the other US possessions in the Pacific – American Samoa and the Northern Marianas Islands – are exempt. Over the years there have been repeated efforts in Puerto Rico to gain exemption from the Jones Act.

Efforts for exemption

Advocates of exempting Puerto Rico have generally cited the impact of higher shipping rates on Jones Act vessels and their impact on consumers. In a recent study, Mohinder Bhatia, of the Puerto Rico Management & Economic Consultants, found that the application of the Jones Act to Puerto Rico cost \$264 million.

Bhatia estimated that the cost to each person in Puerto Rico was \$14 or \$15 per year.

Defenders of the Jones Act have often cited US national security considerations. They also cite the importance

of a strong US Merchant Marine that could be used in wartime or periods of national emergencies. They also view a domestic fleet as fostering self-reliance and thus avoiding dependency on foreign operators. That argument was bolstered following the 9/11 terrorist attacks in the US.

“Efforts to get Puerto Rico exempted from the Jones Act encountered stiff resistance following the 9/11 terrorist attacks,” said Edmundo Rodríguez, President of Nestor Reyes Customs House Brokers and chairman of the Transportation Committee of the Puerto Rico Chamber of Commerce. “Any changes in the Jones Act would be quite difficult unless they also applied to all the US offshore territories. I don’t see that happening because the whole US national defense climate has changed.”

Because of Puerto Rico’s location and its trade interaction, shippers have >



actually figured out ways to utilize both Jones Act carriers and foreign carriers for their clients. Rodríguez pointed out that 80 per cent of containers coming from the US mainland to Puerto Rico routinely return north empty. This is because Puerto Rico requires a vast amount of consumer goods for its population of 4 million and additional millions of visitors.

“Several years ago we would ship containers for our clients to the Dominican Republic on Jones Act vessels and the charges were routinely \$1,500 to \$2,000 per container,” said Rodríguez. “Subsequently, a ferry service between

in Puerto Rico. “The Jones Act guarantees that the carriers serving Puerto Rico can continue to provide hundreds of good-paying jobs to residents in Puerto Rico as well as in the mainland US. This also enhances the security of Puerto Rico’s shipping operations and provides maritime resources that are vital to the national defense. In terms of service, quality and cost, the shipping services provided to Puerto Rico under the Jones Act are outstanding.”

Another carrier in the Puerto Rico route is Horizon Lines, the nation’s leading Jones Act company, accounting for 36 per cent of total US marine

“The US needs a maritime policy tailored to 21st century needs”

Mayagüez and Santo Domingo was introduced, which cut the cost in half.”

The ferry operator is a foreign carrier.

When New Orleans was recently struck by hurricane, President Bush exempted it from the Jones Act because of the national disaster. But Bush remains supportive of the Jones Act while advocating that it should be adapted to meet modern challenges.

“The US needs a maritime policy tailored to 21st century needs,” said Bush. “Programs that have contributed to the growth of our domestic fleet, such as the Jones Act, should be maintained.”

Jones Act assets

Carriers that serve the Puerto Rico route strongly defend the Jones Act and consider its provisions so important that they often refer to their vessels and land-based equipment as ‘Jones Act assets’.

One of the principal carriers in the route is Crowley.

“The Jones Act assures that the people of Puerto Rico have a reliable and competitive ocean shipping service,” said Roberto Lugo, Crowley’s Vice President and General Manager

container shipments between the mainland US and three non-contiguous Jones Act markets: Alaska, Hawaii and Puerto Rico. It has served Puerto Rico since 1956 when its predecessor, Sea-Land, pioneered the marine container shipping industry.

Horizon has the largest Jones Act containership fleet, with 16 vessels and some 22,200 containers.

With one of the most dynamic economies in the Caribbean, Puerto Rico has a diverse industrial sector that dominates the country’s economy. With a population of 4 million on an island of 3,500 square miles, Puerto Rico is one of the most densely populated islands in the Caribbean. Its gross domestic product is an estimated \$74.9 billion – translating into a per capita figure of \$18,725. Its labor force of 1.3 million is divided between services (including government and transportation) at 77 per cent, manufacturing at 20 per cent and agriculture at three per cent. Unemployment is about 12 per cent.

According to the World Factbook, Puerto Rico’s exports of \$46.9 billion are dominated by chemicals, electronics, apparel, medical equipment, rum,

beverage concentrates and tuna. The main export trading partners are the US (90 per cent), the United Kingdom (1.6 per cent), the Netherlands (1.4 per cent) and the Dominican Republic (1.4 per cent).

On the other hand, Puerto Rico imports an estimated \$29.1 billion per annum consisting mainly of chemicals, machinery and equipment, clothing, food goods, fish and petroleum products. The major import trading partner is the US (55 per cent) followed by Ireland (23.7 per cent) and Japan 5.4 (per cent).

Indications of the level of development of Puerto Rico are 1.1 million land telephones and 2.682 million cellular phones. It has 32 television stations, 74 AM and 53 FM radio stations, 404 internet hosts and over 1 million internet users.

Twelve years ago there was a big debate in Puerto Rico about the impact of the Jones Act. A leading figure in the country’s shipping industry summed up the attitude of the skeptics: “There’s going to be a lot of talk, but when it’s all over and the dust settles, not a thing is going to change – there are too many vested interests involved.”

Puerto Rico continues to be buffeted by the impact of globalization and free trade as it adjusts to the profound changes taking place in the world. As it seeks to increase its international trade, the application of the Jones Act and the continued debate on whether it should be amended will undoubtedly prevail, but any change will require a consensus between San Juan and Washington that most consider unlikely. ❏

John Collins received an Overseas Press Club of Puerto Rico Award for his in-depth business feature article, ‘The Jones Act: Good or Bad?’, which appeared in 1995 in ‘Caribbean Business’.

New man at helm of SATT

Haydn Jones was elected President of the Shipping Association of Trinidad and Tobago (SATT) at the Association's 69th Annual General Meeting on March 28. For the past 11 years Mr Jones has been employed at the National Gas Company of Trinidad and Tobago (NGC) where he is Marine Superintendent, Terminal Operations at one of NGC's subsidiary companies, the National Energy Corporation of Trinidad and Tobago Ltd (NEC). He is responsible for maintaining and operating the six NEC owned petrochemical terminals at Point Lisas as well as for managing and operating the LABIDCO port at La Brea. All of Trinidad and Tobago's ammonia, methanol, urea and direct reduced iron products are exported from the NEC's Point Lisas terminals. Mr Jones also sits on several government appointed committees on maritime related affairs.



Haydn Jones, President of the Shipping Association of Trinidad and Tobago



Efficiency experts will work with PLIPDECO

Port Point Lisas in Trinidad expects to achieve higher levels of efficiency and productivity through a new contract with the consultancy firm SSA Marine, which will be advising on port operations.

The contract between SSA Marine and Point Lisas Industrial Port Development Corporation Ltd (PLIPDECO) came into effect on March 1, 2007.

Two logistics and port development experts are being seconded by SSA Marine for the initial contract period of six months.

Enhancing

Capt Rawle Baddaloo, of PLIPDECO, said he expected the relationship with SSA Marine to take Port Point Lisas to a new level of efficiency and productivity by assisting with port management, improving technology and enhancing the benchmarking against major international ports.


The (then) President of the Shipping Association of Trinidad and Tobago (SATT), Stewart Sankar said: "SATT is pleased to see the proactive approach taken by PLIPDECO to continue their transformation to a world-class facil-

ity. This, coupled with their planned expansion, can only lead to improved efficiencies and best practice which shipping lines, agents, importers and consumers will all benefit from."

SSA also owns and operates one of Port Point Lisas' main sister ports, Manzanillo International Terminal (MIT), of Panama. Since 2002 PLIPDECO has had a formal memorandum of understanding (MOU) with Manzanillo, one of the world's 50 largest ports.

The MOU promotes the development of business and the sharing of technical training and information. It provides the two ports with a framework for co-operation in two main areas: internally, to improve technology, systems, skills and processes for the benefit of customers; and externally, to increase business.

Both PLIPDECO and MIT are three-time winners of the Caribbean Shipping Association's prestigious Port of the Year Award. Manzanillo won in 1999, 2000 and 2004 and PLIPDECO in 2001, 2002 and 2003.

The memorandum was signed in Fort-de-France, Martinique, at the CSA's 32nd AGM. 



By Peter J. Fitt

Port performance and productivity by professional people

I consider myself a maritime professional. My Master's Certificate (FG) certifies that I met the criteria for certification based on my knowledge and skills. I served nine years on vessels moving freight from one port to another.

I am trained to move freight at sea, to progress a voyage in the most safe and effective manner. I was taught to consider costs by my owners. I learnt to utilize time on passage in the most effective manner and contin-

Today, a 25,000 dwt vessel costs \$30,000 per day at 16 knots using 15 tons of fuel per day to progress the passage

ually seek ways to increase speed or reduce time and distance. I was in the time management business.

Our ship was built with a capacity in tons, a speed in knots at a certain fuel consumption per day. These measurements were given in ratios. These are measurements, which give a delivery capacity or output.

The voyage was split between passage time and port time. Our primary role was to progress the passage from FAOP to EOP in the most effective manner. We were not only well educated

and trained but we were given the most up-to-date measuring equipment and navigational aids.

Today, a 25,000 ton deadweight vessel costs \$30,000 per day at 16 knots using 15 tons of fuel per day to progress the passage. The voyage consists of passage and port time. The former is managed by the ship's staff and the latter by the terminal and stevedoring staff.

The cost of operating a modern terminal is also in the region of \$30,000 a day

(another ratio). No, the ship's crew does not go home. They still have to be paid, fed and housed. The ship still has to be insured and paid for. It still costs \$30,000 a day! The combined cost of ship and terminal is \$60,000 a day – twice the cost of the ship at sea – \$2,500 an hour. The freight rate charged by the shipowner has to cover port and passage time.

It is the time management of the loading/discharge operation that will have the greatest impact on the freight rate. Terminal utilization depends on the

number of ships it services per year. Measuring output and continually striving to increase productivity will improve the performance of the ship and terminal.

Critical

Meet the terminal/shift supervisor. He has 720 minutes to utilize in a 12-hour shift. Have we made sure that the total minutes are operational time and not non-operational or idle time? Have we told him what cycles the cranes and lift trucks are capable of? What their capacity is and what is the benchmark?

Have we told him about basic ship stability, the strength of tank tops and why we have to spread the load between hatches? Have we told him why we trim the ship by the stern? Have we taught him about grain space, stowage factors, angles of repose and sweat, etc?

Have we provided a decent office for him to work in with modern output measuring equipment? Have we provided radio equipment to all key people to coordinate activities? Have we taught him how to do a time audit, measure cycle times and set objectives to exceed benchmarks?

The answers are mostly 'no'. We hope that he learns

on the job or learns by trial and error. Can we honestly call them professionals if we have not insisted on basic knowledge and skills?

Should we invest in supervisor's education, share the knowledge about operating costs with them? Teach them the principles of logistics and productivity and cycles and outputs?

Doing things better should be a measured process, not what we hope to achieve.

This is all about port performance and productivity by professional people

Peter Fitt is a Ship Master and trained Industrial Engineer who has spent his career in the ports industry in southern Africa and Canada. He founded the Maritime Institute in 1985 and developed a Ports College in Canada, an operating division of the Maritime Institute.

Is there a future for the Caribbean schooner trade?

Every so often there is talk of a possible resurgence in schooners moving small volumes of cargo between the island states of the Caribbean.

The argument is usually put forward as a solution to the problems of inter-island shipping costs and the diseconomies of scale inherent in shipping small quantities.

One person who does not see this as a viable or bankable solution in today's world is David Harding*, former President of the Caribbean Shipping Association, who believes that what was once a thriving Caribbean schooner trade is now dead without hope of resurrection.

"The schooner trade has had its time," said Mr Harding. "Although there are still some small vessels operating, the schooner trade business is dead. What killed it are containerisation and the same deepsea services that load for several islands."

A few schooners still operate, predominantly out of St Vincent, as Mr Harding acknowledged. These captain-owned and operated vessels run fresh fruit and other cargoes into the neighbouring islands.

Insurance premium

However, Mr Harding pointed out that, when a ship from Miami visited Barbados and was leaving for St Lucia, the Barbadian manufacturers could put their cargoes securely, safely and with low insurance rates in this vessel and ship them to Castries.

He went on: "Before, you ran the risk of insurance companies saying this schooner is so many years old, the premium is so high, and you ran the risk that the owner-captain might decide he has your cargo on board but he just got a call there


is cargo in Trinidad that he can go and load . . . and instead of your shipment getting there in two days' time, it gets there in two weeks' time."

Mr Harding pointed to developments at the Port of Bridgetown to strengthen his argument that the schooner trade was dead.

"When the Bridgetown Port was further extended, they added what is known as the Shallow Draft, particularly for the schooner trade, to move it out of the Careenage. What has happened in recent times is that there has been a tremendous fall-off of cargo transiting the Shallow Draft. I think the port would be well advised to have it [the Shallow Draft] used for something that would give a better return," he said.

Mr Harding also gave the thumbs-down to recent calls for a regional ferry service, saying it would only work if the Caribbean Single Market and Economy (CSME) developed into the kind of operation that was hoped for.

"There is too much hassle for Joe Public to drive his car on board a ferry in Barbados and then it has to be inspected by a Customs officer [in St Lucia] and then you have to pass all kinds of warrants. By the time you are freed to take the car from the port in St Lucia, you are ready to come back to Barbados," he argued.

"A ferry service would work well, but it has to be under arrangements similar to those that are set up for Cricket World Cup where there is a free flow within the Region. That is what is required, and I think it will come, but the ferry service will not work well for the operator until that day." 

**See profile of David Harding on Page 28*



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Kingston expanding beyond recognition

In the year Jamaica gained its Independence in 1962, a major development project was begun that would change the face of Kingston forever.

Dredging operations were started in the northwest section of Kingston Harbor with some 750 hectares (300 acres) being reclaimed from the sea. It was on this new land space, Newport West, that Jamaica subsequently established one of the largest and most modern port facilities in the Caribbean Region.

By December of this year, the Port Authority of Jamaica will have completed Phase 5 of its ongoing development of the Port of Kingston and Kingston Container Terminal (KCT) will have boosted its rated capacity by over 100 per cent in two years.

Phase 4, which previously expanded capacity by 25 per cent, was completed as recently as September 2005.

Staggering and dramatic

KCT's rate of expansion has been staggering, while the increase in business handled by the terminal has been dramatic to say the least. When the terminal started in 1975 it received 59 vessel calls from two shipping lines and handled just 12,113 teu. By 2006 it was handling over 1.5 million teu and had 'maxed out' its rated capacity. >





Even as work proceeded on Phase 4, the port authority realized that, by the time it was completed in September 2005, all the additional capacity would be fully utilized.

In December 2005 the port authority entered an agreement with Maersk, the world's largest container shipping line, to make Kingston its regional hub. Under this agreement Maersk was expected to generate some 600,000 teu of additional throughput at KCT in 2006.

Total vessel calls to the terminal in the year ending March 31, 2006 increased by 259 resulting in a 30 per cent increase in container moves to the terminal.

This was the seventh consecutive year of increased activity at the terminal. Transshipment continued to dominate, accounting for 918,949 moves (1,507,076 teu) or 88.6 per cent of the 1,036,706 moves (1,679,464 teu) handled during the fiscal year ended March 31, 2006.

Projected throughput for the 2006/7 fiscal year is 2,265,288 teu.

In just over 40 years the Port of Kingston had expanded almost beyond recognition.

APM Terminals, which manages KCT, reports that the terminal has consistently been among the top 10 of its 39 container terminals worldwide.

Phase 5

The port authority expects that greater efficiency and productivity in conjunction with the 3.2 million teu capacity resulting from Phase 5 will help push Kingston up the league table from its current 55th ranking among the world's top 100 ports.

Phase 5 will boost the rated capacity of KCT's transshipment facilities from 1.5 million to 3.2 million teu.

The heavy equipment has already begun to arrive on site. On January 24 and 25 the port authority took delivery of the first two of six 65 tonne super post-panamax cranes and these are now in service. The remaining four cranes are due to arrive by September from the Chinese manufacturer Shanghai Zhenhua Port Machinery Company Ltd.

KCT will then have:

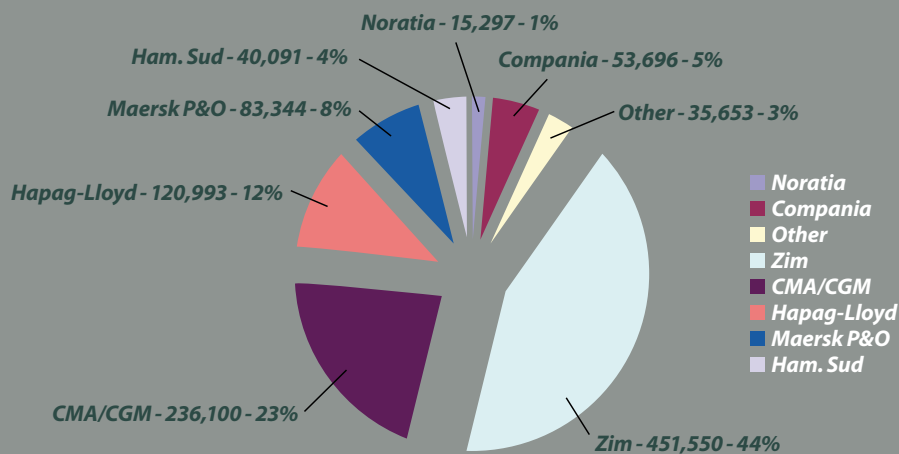
- 19 ship-to-shore gantry cranes (including 14 super post-panamax cranes)
- 74 straddle carriers
- 14 empty container stackers
- 1,392 reefer plugs
- 100 hectares of paved yard space and open storage.

A further 30 hectares will be prepared and brought on stream by 2008 in line with demand.

The port authority expects that by 2009 growing demand will result in full utilization of the additional capacity provided in Phase 5. In fact, plans have already been drawn up for the next phase of expansion after Phase 5.

These plans call for further expansion of Kingston's transshipment capability from 3.2 million to 5.2 million teu. That development, which will utilize lands at Fort Augusta, a historical landmark, is expected to take place in three phases, with Phase 1 being completed in 2011.

Containers handled at KCT by major lines 2005/2006





Kingston history

How Kingston developed its world-class container terminal

The first facility in the Caribbean Region dedicated to the transshipment market was Kingston Container Terminal (KCT), which opened for business in June 1975.

The Port Authority of Jamaica was instructed to develop the facilities after two private sector companies had declined an invitation from the Jamaican government to develop a transshipment terminal at Newport West. The port authority began development of the Kingston transshipment port with borrowed capital of US\$ 14 million.

At its opening, KCT consisted of the North Terminal, with the following features:

Berth – 640 meters (2,100 ft)

Terminal yard – 17 hectares (42 acres)

Cranes – two panamax ship-to-shore gantries

Capacity – 400,000 teu.

In its first year of operation the terminal received 59 ship calls from two shipping lines and handled 12,113 teu.

In 1979 KCT received 559 ship calls from four shipping lines. Throughput was 147,061 teu, an increase of 1,114 per cent over 1975.

In the 1980s, thanks to a big marketing effort by the port authority, spearheaded by the Hon Noel Hylton, Kingston Container Terminal attracted major shipping lines such as Evergreen. >

Jamaica works closely with US over port security

Kingston is now one of the safest, most secure ports in the hemisphere thanks to decisive action by some of Jamaica's principal maritime organisations and other interested parties.

In the 1970s Kingston had security issues that created untold problems for the people of Jamaica. Illicit export of narcotics created a nightmare for the government, the port authority and the Shipping Association of Jamaica.

The Shipping Association responded aggressively, however, and today the outstanding work performed by Security Administrators Ltd and the capital investment of the port authority have paid off.

In the wake of 9/11, the port authority installed state-of-the-art security systems at all the public ports under its charge. At Kingston Container Terminal, the upgraded security system has modern technology that includes:

- Mobile X-ray systems deployed on the ports of Kingston for inspection of containers, bulk and refrigerated cargo
- CCTV surveillance systems for 24-hour monitoring of the ports' perimeter and inner areas
- An access control system that elec-

tronically controls and regulates access to all port areas

- Strategically placed underwater surveillance cameras to inspect the hulls of ships entering and leaving the ports
- Coastguard patrols to enforce the sterile area around cruise ships as well as providing waterside surveillance of vessels at dock.

ISPS Code

The main ports of Jamaica, including KCT, were among the first in the world to be certified under the International Maritime Organization's International Ship and Port Facility Security (ISPS) Code – well before the stipulated deadline of July 1, 2004. The Jamaican government made the port authority responsible for reorganizing port security to comply with the ISPS Code.

In June 2006 Jamaica and the United States signed a declaration of principles relating to the US Container Security Initiative. Through this program, signatory countries will have goods being shipped to the US pre-cleared by US Customs at designated ports in those countries, so that they enter the US as domestic cargo. >



Port security continued

The agreement, signed by representatives of US Customs and Border Protection (CBP), the US Department of Energy and Jamaica's Ministry of Finance and Planning and the port authority, allows for US Customs officers to be posted at local ports as agreed by the American and Jamaican authorities. These US Customs officers will follow Jamaica Customs guidelines under the supervision of the US Ambassador in Jamaica. They will co-operate with Jamaica Customs to identify, screen and facilitate the sealing of high-risk cargo containers using inspection equipment approved by the World Customs Organization.

The main aims of the agreement over the Container Security Initiative are:

- To strengthen bilateral Customs co-operation by exchanging information and working closely to ensure that identification, screening and sealing of high-risk containers is carried out swiftly through the use of modern inspection equipment

- To establish a framework for co-operation between the US Department of Energy and Jamaica Customs to prevent illicit trafficking in nuclear and other radioactive material.

Since the Declaration of Principles between Jamaica and the US relating to the US Container Security Initiative program was signed in June last year, there has been a series of meetings between the port authority, Jamaica Customs and Jamaican security officials and teams representing US Homeland Security, Customs & Border Patrol and other federal agencies. The discussions were to work out the details of the program leading to the commencement of operations by Jamaica under the CSI programme.

New Customs building

Arrangements have been made for the stationing of officers from the US and Jamaica under the CSI program. Construction has begun on a new building for Jamaican Customs officers and another building is being renovated



and refurbished to provide a base for the American CSI personnel.

A new team of representatives from the US arrived in Jamaica in February to do the groundwork before the actual program. They will be there until August 2007.

In addition to training of personnel for the new program, other activities include the building of profiles on the movement of cargo relating, among other factors, to shipping lines, countries of production, ports of origin and destination and frequency of shipments. This involves close collaboration with Customs and security officials in other countries.



Kingston Container Terminal was one of the first port facilities in the world to be certified under the ISPS Code.



New logistics center for Kingston

The Jamaica International Free Zone Development Ltd (JIFZDL) welcomed its first client in May 2006 in the form of Kingston Logistics Center Ltd.

In a joint venture between the Port Authority of Jamaica (75 per cent) and Zim Integrated Shipping Services Ltd (25 per cent), the free zone organisation – which is a subsidiary of the port authority – acquired a property at Newport West from Cable & Wireless Jamaica Ltd

The start-up of operations by Zim was seen as a first step towards realizing the port authority's – and especially Kingston's – ambition to become a distribution hub for the Americas – or, as the port authority termed it, “the Dubai of the Caribbean”.

Kingston Logistics Center Ltd (KLCL) is a joint venture between Zim and Jamaica Fruit & Shipping Ltd and forms an integral part of Zim's ports and global logistics network. The logistics center has leased the Newport West facility from JIFZDL.

“We believe that the prospects for the success of the distribution hub are bright”

KLCL will be providing various services, including:

- Consolidation and deconsolidation of shipments
- Bonded warehousing
- International distribution of goods on behalf of clients.

When the port authority established the Kingston Transshipment Terminal in 1974, it also provided a free zone to deal with light manufacturing and distribution of goods. Expectations in this regard were never realized, but with the development of the transshipment center into a regional hub, an opportu-

nity has been provided to re-establish the free zone on a more modern basis.

Jamaica's Minister of Transport, Robert Pickersgill, said the distribution hub capabilities being established by the port authority were modeled on existing facilities in Dubai, Panama and Curaçao with modern innovations.

Enterprises operating in the distribution hub will be involved mainly in stripping, repackaging, assembly and redistribution of goods. The Minister believes there will also be scope for light manufacturing. The distribution hub operations are being integrated with the Airports Authority of Jamaica.

Hub port

“We believe that the prospects for the success of the distribution hub are bright, because it is being facilitated by the development of the Kingston Container Terminal into a hub port with the greatest transportation system in the Region,” said Mr Pickersgill.

He said three Chinese companies

were already following in Zim's wake and had registered to commence operations at the distribution hub in Kingston in the near future.

The Minister said the development of a major distribution hub in Kingston would underline Jamaica's determination to make a niche for itself in the shipping industry and to reap the benefits of participation in international shipping. It would also provide an additional platform for Jamaican and other Caribbean business interests to market their goods, both regionally and internationally.

Kingston history continued

There was also a project to improve the reliability of the island's navigational aids serving the growing number of ships calling at Jamaica's ports. The power source for these nav aids was upgraded from gas to solar.

In the 1990s

The first major expansion of Kingston Container Terminal, KCT Phase 2, between 1994 and 1996, involved the construction of the new South Terminal on lands known as Gordon Cay. At the end of the project, the KCT had:

Berthing – 1,220 meters (4,003 ft)

Cranes – 10 ship-shore gantries (including five post panamax)

Terminal yard – 54 hectares (133 acres)

Straddle carriers – 38

Tugs – two

Capacity – 800,000 teu

During 1995 and 1996 the ship channel and basin of Kingston Harbour were dredged to a depth of 13.0 meters (42.7 ft) to accommodate larger vessels.

Since 1998 KCT has been operating 24 hours a day, all year round, with a flexible working week – the standard for the industry internationally. The port has enjoyed relative industrial stability for nearly 30 years and is now one of the most stable ports in the world.

In the 2000s

Another major expansion of Kingston Container Terminal, KCT Phase 3, was undertaken between 1999 and 2001 at a cost of J\$ 3 billion. This involved:

Berth expansion at South Terminal – 542 meters (1,778 ft)

Paved terminal area – 11 hectares (27 acres)

Dredging of berth face at South Terminal to a depth of 14.0 meters (46 ft) >

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KWL continues to expand and improve its facilities

Confident in its ability to provide premium services, Kingston Wharves Limited has embarked on a redevelopment project that involves the complete rebuilding of berths Nos 8 and 9.

When this is complete in July 2007, the draft at these berths will have been increased from 10 meters to 13 meters. This will allow KWL to handle the most modern vessels afloat, enabling the company to further develop the transshipment side of its business.

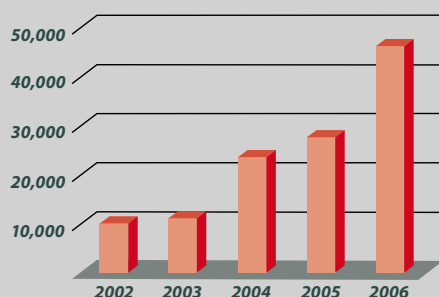
Transshipment traffic has more than quadrupled, from 11,223 moves in 2003 to 46,318 in 2006. (see below)

KWL has been a fixture on the Kingston waterfront since 1945 and there have been many changes in its operations over this period. In 2004 the company's revenue base was enhanced by the introduction of stevedoring services. By 2006 these services accounted for about 20 per cent of KWL's total revenue.

KWL invested about US\$ 10 million over two years in cranes, stackers and associated equipment to improve port efficiency.

The company also placed an emphasis on information technology by upgrading terminal and planning software and introducing other enhancements such as a port community system and bar-coding of vehicular cargo. This has all helped to

KWL - Transshipment moves 2002 - 2006



Grantley Stephenson picks up the coveted Multipurpose Port Award on behalf of Kingston Wharves from the CSA's Corah Ann Robertson-Sylvester

drive up efficiency. Within two years, as a result of these investments, productivity levels increased from an average of eight moves an hour in 2004 to a current average of 22 moves.

Achievements

Small wonder that KWL's achievements in 2005 have been recognized by the Caribbean Shipping Association. The CSA's coveted Caribbean Port of the Year – Multipurpose Port Award was presented to KWL at the Association's 36th annual banquet in Panama City on October 17, 2006.

KWL's growth over the past three years has been due in no small part to collaboration with its next-door neighbour, Kingston Container Terminal (KCT), a dedicated transshipment terminal. Vessels calling at KCT are unable to serve smaller Caribbean ports directly by feeder services, and KWL has been able to capitalize on this by serving these ports.

The company intends to move its expansion plans forward with more redevelopment of its facilities in the near future. This will cost about US\$ 75 million including new equipment to serve the expanded facility.

Kingston history continued

Acquisition of four super post-panamax cranes, 12 straddle carriers; four trucks and six multi-trailer Systems

This development resulted in additional capacity of 400,000 teu.

In 2001 the East Channel from Rackham Cay to Port Royal Point was dredged to a depth of 18.0 meters (59 ft) and the area from Port Royal Point to the basin was dredged to a depth > of 14.0 meters (45.9 ft). KCT became the largest transshipment terminal in the Region and is ranked 56th among the world's top 100 ports (source: Containerisation International).

2005 – KCT Phase 4

KCT Phase 4 involved a redevelopment of the berthing at the North Terminal, paving of land at the North Terminal, acquisition of four new cranes and extension of berthing at the South Terminal. New facilities included:

Berthing – 1,835 meters (6,020 ft)

Depth alongside:

- North Terminal 15.24 meters (50 ft)

- South Terminal 14.0 meters (46 ft)

Reefer plugs – 694

Terminal yard – 91 hectares (225 acres)

Cranes – 13 (eight super post panamax and five post-panamax)

Straddle carriers – 50

Capacity – 1.5 million teu.

In 2004 KCT handled 1,219,267 teu from 18 shipping lines and had 1,275 ship calls from mega-sized vessels.

In the 2005/2006 fiscal year, actual throughput at the terminal exceeded the 1.5 million teu rated capacity with 1,609,522 teu being handled from more than 1,600 ship calls.



Vote of confidence in leadership

Members of the Shipping Association of Jamaica (SAJ) have underlined their confidence in Michael Bernard as President.

At the Association's 68th Annual General Meeting in December 2006 he was returned for his second consecutive term of office.

In fact, the membership expressed total confidence in the directors by returning the entire SAJ directorate 'en bloc'.

Earlier, members of the Caribbean Shipping Association in Group A had expressed their confidence in the leadership qualities of Mike Bernard by electing him a representative of Group A to the CSA's General Council.



Michael Bernard, President of the Shipping Association of Jamaica



Jamaicans have been trained to be multi-skilled

Getting the best out of Kingston's human resources

A key role in helping the Port of Kingston and its personnel to develop and modernize is being played by the Shipping Association of Jamaica under the continuing leadership of its President, Mike Bernard.

The SAJ is mainly responsible for providing the port with its highly skilled stevedore workforce.

As one of the Region's largest national shipping associations, the SAJ has trained and developed Jamaican human resources in the shipping industry for over 60 years.

It was the SAJ that trained Jamaicans to operate in new skill areas such as operation of equipment and co-ordination of stevedoring. And with ever-continuing advances and changes in tech-

nology, the SAJ has used its training initiatives to keep the Port of Kingston supplied with the skills it needs.

Training and employment

A milestone was reached in late 2005 when the Port Authority of Jamaica acquired 500,000 additional container moves into Kingston via Maersk Shipping Line. This led the SAJ to resume employing stevedores in the casual category. From November 2005 to September 2006 the Association recruited and trained 139 stevedores. This was supplemented in October 2006 by the employment of 10 substitute winch operators in response to an increase in cement shipments at Kingston Wharves.

Over the past year the SAJ has invested heavily in development and

training of personnel. An intensive training program has provided the port with stevedores who are trained as straddle carrier operators, gantry crane operators, stevedore co-ordinators and fork-lift operators. Today, stevedores in Kingston are multi-skilled personnel capable of performing a range of tasks on a regular basis.

In addition, the SAJ has begun developing a certification program for stevedores in a project spearheaded by the Association with the assistance of Jamaica's Human Employment

standards so that they can respond to changes in global shipping.

Foreign language classes

In keeping with its mandate and long history of training and developing Jamaica's human resources in the shipping industry, the SAJ has begun a project to make Jamaicans working in the shipping industry multilingual.

"We live in a global village and shipping links the various communities," said Mike Bernard.

In July 2006 the Association took the



The SAJ has been in the forefront of efforts to assist these poverty-stricken communities. It has maintained a number of welfare projects, largely in health, education and social welfare, as well as providing employment and training for many who live in these districts. However, other problems have affected the shipping community, specifically, employees of companies located in Newport West and their customers who must visit from time to time.

The answer, as Mike Bernard sees it, is to transform Newport West into a gated industrial park with controls and systems to protect the port community, making the area safer and more secure.

"We have received widespread verbal support of the project and are now in the process of obtaining the written consent of the owners and tenants in the community," he said. "Our lawyers advise that this is a prerequisite for proceeding to the next level of actually getting approval of the scheme from the municipality, the Kingston and St Andrew Corporation."

Once completed, this will allow the Port of Kingston to be developed further, making it not only one of the most technologically advanced port systems in the Region but also one of the most pleasant places in which to work and do business.

The Human Employment and Resource Training (HEART) Trust was established by Government in 1982. The Trust is financed through a compulsory three per cent payroll deduction levied on qualified private sector firms, supplemented by assistance from international partners.

"We live in a global village and shipping links the various communities"

and Resource Training (HEART) Trust and the National Vocational Training Department. (see footnote)

A technical team made up of representatives from the SAJ, HEART and other relevant agencies completed the competency standards for Level 1 of the program and then started work on Level 2, which is expected to be completed early in 2007.

Mike Bernard says the SAJ wants to go on providing training and development for port workers to the highest International Labour Organization (ILO)

first steps towards establishing a multilingual steps industry when it sent the first batch of employees on a 12-week Spanish course under the care of an instructor from the Venezuelan institute. Thirty students took part in this pilot project. As a result of its success, the SAJ plans to continue this programme in 2007 and is looking to expand the project to include port workers.

In reviewing the achievements of 2006 and the programs and challenges of the current year, the SAJ President said: "There are still some challenges ahead of us, but I have confidence that as an Association we will continue to create solutions that deepen and strengthen the SAJ's relevance to our industry into the future."

Newport West Industrial Park

One program now on the table that is dear to the President's heart is his own initiative to rezone the Newport West community into a gated industrial park.

Newport West is the industrial area on which the Port of Kingston was built. Constructed largely on reclaimed land, the port is next-door to some of the most impoverished and densely populated districts in Jamaica. This reality has created many social and economic problems similar to those found in most urban centres where a major industrial network lies next to a huge area of poverty.





Pioneering fee recovery specialist broadens its range of services

The success story of a Kingston-based company that pioneered the collection of container demurrage and detention charges in the English-speaking Caribbean is entering a new chapter

The container charge collecting company Assessment Recoveries Limited (ARL), based in Kingston, Jamaica, is launching a chassis rental collection service that will expand its client base and boost its revenue opportunities.

The service was due to be launched in May 2007 following a year of discussion and development. Initially ARL will contract with logistics companies, collecting charges directly from trucking companies.

ARL's General Manager, Frances Yeo, said this step had been taken in response to a need that had been highlighted in the equipment support segment of the wider shipping industry. ARL is recognized as the company that brought a significant measure of order to the management of equipment in the Jamaican shipping industry.

ARL has been one of the success stories of the Caribbean shipping industry, demonstrating the capacity

of the region's institutions to operate on a truly global level. The company, which is responsible for the centralized collection of container demurrage and detention charges, opened for business in Kingston in August 2004 and has brought greater efficiencies to the market and more effective use of equipment.

Beneficial partnerships

Beneficial partnerships have been formed with major shipping lines, local agents and terminal operators. Challenges have been met head-on as ARL has put customer service at the core of its operations, listening to its clients and meeting their needs. A study of the genesis of this company, its development over the past two and a half years and its initiatives to launch the new service demonstrates that shipping offers myriad opportunities for so-called developing nations.

"Globally, shipping lines have sought

to outsource several services principally through the shipping agent," said Ms Yeo. "Lines were met with a specific challenge in the Jamaican market of containers not being cleared or returned within the allotted free time, with the added difficulty of collecting demurrage and detention charges that were incurred.

"This problem was not exclusive to Jamaica, as lines serving the Dominican Republic and other Caribbean countries also found that inefficient use of the containers resulted in greater costs – and these costs needed to be recovered."

Traditionally, the line Agent was responsible for collecting demurrage and detention. But the Agent needed to prioritize, and often the focus rested on freight collection, seeking new cargo and serving the customer base – the areas that brought in 95 per cent of income. Across the industry, it is agreed that freight collection is easy to administer.

Demurrage and, to an even greater degree, detention are hard to administer because the process involves tracking the container movement and collecting fees after the equipment has been returned empty. Unpaid detention charges were written off annually.

The need for cost recovery drove the lines to explore the possibility of outsourcing demurrage and detention collection. A group of local shipping agents led by Grantley Stephenson, currently chairman and CEO of Kingston Wharves – who at the time was managing director of Seaboard Jamaica and President of the Shipping Association of Jamaica (SAJ) – quickly identified the business opportunity and pursued the formation of the first demurrage and detention collection company in the English-speaking Caribbean.



"Lines were met with a specific challenge in the Jamaican market of containers not being cleared or returned within the allotted free time, with the added difficulty of collecting demurrage and detention charges that were incurred"

Frances Yeo, General Manager, ARL

Under the stewardship of its General Manager, Trevor Riley, the SAJ served as the incubator for this project. Time was devoted to financial projections, carefully negotiating the support of all lines and developing proprietary software as a base for the operations. Nevertheless, the project stalled. There were doubts over whether it would be as successful as hoped. Many people doubted that a demurrage collection company could work in Jamaica. Some believed it would have a negative impact on business and felt that the risk was not worth the effort.

Opportunity

"ARL was one of my deliverables as the new General Manager of the SAJ," said Trevor Riley. "The groundwork was laid, SAJ had invested in the start-up through a loan agreement, the opportunity was clear and the timing was right. I needed to ensure that the opportunity would not be missed."

Frances Yeo, a trained project manager with a history of successes in marketing, project development, implementation and general management, was recruited in May 2004 to pull the project together. Three months later ARL was in business.

ARL now collects on behalf of 11 shipping lines. Before lines retained the services of ARL there were claims that the problem of collection rested with detention and not demurrage. The numbers show that, with the introduction of an independent company, both demurrage and detention collections have improved. Increases in demurrage collections in some cases surpassed 200 per cent.

Other lines saw smaller but noticeable increases as waivers of charges were now more controlled and payments had to be made before the equipment left the port. Detention, which many had deemed uncollectable, began to flow in steadily, with month-on-month increases. The predictions of steadily dwindling collections have not materialized. And containers are being returned more



Container demurrage and detention charges are collected by ARL

promptly by small to mid range consignees.

Ms Yeo said: "We offer a tailor-made system which we aim daily to make seamless. We are determined to be accurate in the calculation and application of charges and to provide data and information to clients while maintaining the confidentiality that is required to ensure the confidence is maintained. It is more than the software."


"We offer a tailor-made system which we aim daily to make seamless"

Some consignees and brokers have resisted the introduction of ARL to the market. Their reluctance to accept the responsibility for charges is a result of regulations not being enforced in the pre-ARL era. ARL operates on the premise that all charges against the cargo are the responsibility of the consignee cited on the master bill of lading. Furthermore, if the container is not available to the line for use and free days

have expired, charges are applicable.

An ongoing process of public education has been essential in turning around the resistance.

Ms Yeo said: "There are factors beyond the control of the consignee that influence the turnaround time of equipment. The consignees are encouraged to identify entities responsible for delays and press for change, demand efficiency."

With a team dedicated to the monitoring of container movement, verifying information, explaining processes and willingly responding to the needs of lines, Agents, consignees and brokers, ARL will achieve its goals. Equipment will be returned in a timely fashion. This will result in cost recovery for the lines as well as satisfying shareholders, who will benefit from solid returns on their investment. 



David Harding

An authority on maritime transport

By Charles Harding

David Harding's passion for shipping is equal to his fervor for organization, development training and innovation. His is a burning desire, a passion, to do what he believes is good and right.

At his Bridgetown-based company, Sea Freight Agencies (Barbados) Ltd, he has molded a creative workforce and equipped them with skills to manage maritime change and development. And he has encouraged them to believe in themselves, establish trust and build lasting relationships with his company's overseas principals.

Mr Harding is Chairman and Managing Director of Sea Freight Agencies and was President of the Caribbean Shipping Association from 1997 to 2000.

He did not want a company where employees felt they were only there for the pay cheques without being inspired to use initiative and to innovate.

"One of the things I made sure that we did was to embrace the notion that everybody on my team must understand the business we

are in," he explained. "Even before I became President [of the CSA] I allowed the opportunity for training to ensure that the level of service would not be compromised if I am not around.

"It worked. And I think it can work for any organization. One must recognize that, even if you are the CEO, you are not playing a game of cards where you hold them close to your chest. You sit with people and you let them know why they are doing what they are doing."

Professional style

Mr Harding's style of management has had what he defines as 'a knock-on effect'. He speaks highly of his team at Sea Freight Agencies as being professional with constantly upgraded skills. He says this is why he did not lose a minute's sleep about what was happening at home while he was traveling abroad on CSA business. It also explains why he talks about retirement when he turns 60 – in two years – without worrying about succession.

"We do have a great



management team. Right through this organization they are good people," he said. "The agency's business is done on relationships and trust and the relationships we have built with our overseas principals have allowed them to express their views on our staff. They conclude that when David Harding is not here, it is business as usual."

Mr Harding is an authority in the Caribbean on maritime transport. He entered the world of shipping as a clerk with DaCosta and Musson Ltd, part of the Barbados Shipping & Trading conglomerate, in 1966, the year Barbados gained its independence. Three years later he was appointed Operation Manager at the Barbados office of Bookers Shipping, of Liverpool, and in 1971 took over as Opera-

tion Manager at the Bridgetown office of Ocean Trading UK Ltd.

His rise through the ranks of the maritime industry was meteoric. He served as Master Stevedore in training with H.V. King Stevedoring Ltd and Stevedoring Manager and senior director of the Niblock Group of Companies, a Barbados concern, before founding Sea Freight Agencies (Barbados) Ltd in 1988.

Mr Harding has had extensive training in the 20-year period between 1972 and 1992 in all aspects of stevedoring with various shipping lines including Geest, Ivaran and Saguenay. This included setting and rigging preventors and guys, slinging heavy lifts, rigging snatch blocks and single derricks lifts and understanding the principles of safety.

Between 1987 and 1992 he was hired by a United States-based shipping line, Antilles Lloyd, to work as port captain on its vessels in Trinidad, where general cargo and heavy lifts were discharged at Galeota Point for oil drilling operations. During this period he personally supervised some 80 vessel calls to Galeota Point and Point Fortin with an aggregate tonnage of about 520,000 tonnes of breakbulk OWS and heavy lifts.

He said: "I have been exposed to several training modules through the Caribbean Shipping Association, Barbados Port Inc, the Geest Line and Ivaran Lines on cargo handling, port management and I am listed by the Caribbean Shipping Association as a resource specialist in stevedoring that can assist members within the Association."

Knowledge shared

He also describes himself as a student of 'Thomas Stowage', the bible of cargo characteristics for safe and secure handling, stowing and discharging. It is that knowledge and over 40 years of experience that he has brought and shared with the various national and regional maritime organizations and shipping councils and committees with which he has been associated. He has been the longest serving President of the Shipping Association of Barbados, spawned by the Barbados Employers' Confederation in 1981. He served three terms as President and was at the helm of the 25-year-old shipping group for 11 of those years.

"So whatever bad has occurred then you can blame me. Whatever good, I would accept the credit," he remarked.

He was a director of the state-owned Barbados Port Authority during the political administrations of the Barbados Labour Party between 1981 and 1986 and the Democratic Labour Party in 1989 to 1994 – a reflection more of his maritime and port management knowledge, ability and expertise than his political neutrality.

Mr Harding was a director of the board that presided over the rationalisation of the Bridgetown Port in 1991 to 1992.

"I was one of the architects of the rationalized port, along with the then and still current CEO Everton Walters and the late Edmund Harrison, who was the chairman at the time. Since then Barbados has won the Port of the Year award five or six times."

He went on: "It does not mean that the Barbados port does not have problems. There is no port without problems." In this regard, he commended the Barbados Workers' Union (BWU) for recognizing the need and responding to efforts to rationalize the Port of Bridgetown.

"They [the union] partnered with us in understanding that, for Barbados and the Barbados economy to grow, there must be some changes. From a national point of view that is the single biggest achievement that I can lend my name to."

Apart from the port's rationalisation, the shipping agent admitted that

the nine years he spent with Barbados Port Authority had been a significant feature of his own development in the shipping industry.

"It allowed me to recognize the problems that happen and can occur ashore, as well as the problems aboard ships. So I have a healthy respect for the chal-

a big ship today costs about US\$ 30,000 or US\$ 40,000 per day to operate. You cannot keep those ships at anchor anywhere. They must get in, they must discharge with despatch and get out."

Mr Harding treasures his memories of the years he spent on the CSA's general council, from 1991 to 2003.

"Whatever bad has occurred then you can blame me. Whatever good, I would accept the credit"

lenges that port managers face and equally a healthy respect for the problems shipping lines face when ports are congested and they can't get their ships berthed.

"We talk about big ships –

Under his watch as CSA President, from 1997 to 2000, he was able to bring together the Region's shipping sector – gathered in the CSA – and the Association of Caribbean States. >

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“Now we have a relationship that allows us to use their platform and allows them to use our platform when we speak about maritime matters. That organization [the ACS] is broader than Caricom because the ACS includes Latin America and therefore broadens our own platform,” he said.

A confession

Although he confesses that “shipping is in my heart forever”, there is much more to David Harding, a husband, father and grandfather, than maritime trade, chairmanship and directorship of several shipping entities including Maritime Management Services Ltd, Fast Transit Shipping Ltd and the Allied Freight Group Inc comprising Windward Agencies Ltd, Freight Handling Services Ltd and Ocean Air Transport Services. He is chairman of Robulk Agencies Inc, a director of Norton Lilly (Barbados) Ltd and manages four large offshore companies for Canada’s Potash Corporation, the world’s largest fertilizer group. Potash owns PCS Nitrogen in Trinidad and has interests in Brazil, Chile and China. He is also a director of the Barbadian ice cream company BICO.

Its Harbor Cold Store division is a sub-agent of the Barbados Port Inc, handling cold storage on behalf of BPI.

Mr Harding is Honorary Consul in Barbados for Chile.

Does he have time for recreation? The question produced his trademark heart-warming smile.

“The days of taking four weeks’ holiday and all that are long passed,” he quipped. “I don’t think I will see anything like that until I retire. But what I have learnt to do over the years is, whenever I travel on business, whether it is the Caribbean Shipping Association business of my own organisation’s business, my wife accompanies me and for two or three days after the business has been concluded I have a vacation.

“If I am in Florida, I’d go down to the Florida Keys and do some fishing, which I love. If we’re in Grand Cayman, I’d hang out on the beach like tourists.” He also made the point that, for him, there was no longer time to enjoy the fine beaches of Barbados.

“People think I am crazy – that I live in Barbados with the most beautiful beaches – but I tell them I work in Barbados. I have not been on a beach in


Barbados in 10 years.”

But he does find time for Celia, his wife of 34 years, who shares his passion for gardening.

“We share a lot of time together. She has been one of my strengths in this business. She understood very early my days of running the docks and of stevedoring in the port meant that I had to leave the house at 5.30 in the morning and that I may not be back until 11.30 at night. As a matter of fact, in the early days of my two daughters, Karen and Christina, I don’t think they really recognized that I was the father. They saw me so seldom. But Celia provided me with the support. I never had to worry about what happened at home.”

His wife is also a silent

director of several of his companies. “I make the decisions and call the shots. She is happy just to point out to me when I am going wrong,” he admitted. Christina is Sales Manager at Sea Freight Agencies while Karen, the older daughter, is in the Accounting department.

Although the Shipping Agent, who turns 58 on September 20 this year, is planning for early retirement in two years’ time, he has made it reassuringly clear that “if it comes to pass that I go at 60 as managing director, I would still not be far away. I will have a small office in my home, or somewhere on the south coast where I live. But I will be in contact – I will retain the chairmanship of the Company.” 

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CARIBBEAN MARITIME



Guadeloupe well on the way to modernization

The French island of Guadeloupe has made significant strides towards the development of a paperless port community system.

“Our community data processing department has now reached cruising speed,” said Vance Saingolet, President of Guadeloupe’s Maritime and Port Union (UMEP).

In the shipping industry – and particularly in port operations – no news is good news and, according to Mr Saingolet, “from the economic and social point of view 2006 was a relatively calm year for maritime and port activities” in the small French territory.

Asked to give his perspective on port operations in 2006 he said: “Merchandise and cruise traffic were relatively stable in 2006. However, they both present a better perspective for 2007. On a social basis, our port was managed smoothly. Every player in the chain showed a spirit of collaboration and professionalism.”

As regards the total integration of port computer systems, Mr Saingolet spoke about the recently introduced electronic

data interchange (EDI) platform Ademar, which manages the import and export of goods in Guadeloupe, co-ordinating all port community computer software including the Customs information technology system and the container handling system ICARE.

Operating well

Mr Saingolet said the entire system had been operating well, assuring the optimal safety, facilitation and traceability of the movement of goods in and out of Guadeloupe.

He said this information system had enhanced the strategic position of Guadeloupe within its Caribbean environment and would contribute to the construction of strategic alliances within this environment.

In the first half of 2006 Guadeloupe’s container terminal, Pointe Jarry, added two post-panamax cranes to its three existing gantry cranes. The two new cranes, which have literally changed the profile of the port, have enhanced the capability and ship management capacity of the terminal.



EDI system puts Guadeloupe on par with leading French ports

French Customs has placed the Port of Jarry in Guadeloupe at the same level of safety and traceability as four of the principal ports in metropolitan France.

Le Havre, Marseilles, Nantes St Nazaire and Rouen are the only other French ports to benefit from this accreditation, which was conferred on Jarry on July 10, 2006.

What is making such a difference? A computerized maritime, port and Customs data interchange platform, implemented and managed by Ceiba Ltd in Guadeloupe, allows control of the island's imports and exports. Ceiba Ltd receives the ship's manifest electronically four days before her arrival, thus allowing all parties to prepare for discharging of cargo.

The software driving the system is called Ademar+ (short for Acceleration of Maritime Trade). This allows all the players in the maritime transport chain to interface with each other. Customs is at the heart of the system. Today, 96 per cent of imports are managed through this system, which was developed by Soget Ltd of Le Havre.

The EDI platform was an initiative by the port community of Guadeloupe. A study by the Maritime and Port Union of Guadeloupe (UMEP) underlined the need to facilitate the operations, logistics and procedures of the port community by linking all the players. Other partners in the project are the Port Authority of Guadeloupe, the Association of Forwarding Agents (SCDTG), the Association of Maritime Agents and Maritime Companies (AACN) and the carriers.

The aim is to boost the port's productivity while providing security, safety and traceability of trade. The community platform manages containerized and conventional goods and vehicles in a secure manner through the traceability of all commercial,

Customs and logistics operations. All the links in the maritime transportation chain are involved: agents and maritime companies, brokers, the port authority, Customs, warehousing agents, importers and exporters, forwarding agents and carriers.

“The aim is to boost the port's productivity while providing security, safety and traceability of trade”

Ceiba Ltd, which installed the system in Jarry, has acquired real competence in leadership and change management through this project. Greater transparency in the maritime transport chain has been achieved thanks to the Ademar+ project, which won the Distribution, Logistics and Transports Award in 2006 (LMI).

Linking the Caribbean

Building on this experience, Ceiba Ltd has plans to extend the project to the Caribbean Region by taking the same type of platform to other ports and linking them together so as to facilitate and secure the exchanges while providing the Region with a highly competitive port hub.

To realize this project, Ceiba Ltd has set up steering committees in Dominica and St Lucia with representatives from Customs, port authorities, maritime companies, warehousing agents, forwarding agents, importers and exporters and carriers.

The Alliances for Clovis* project has been validated by Interreg III and will strengthen relations and co-operation between Caribbean ports. The hub will also offer port alternatives in the event of natural disasters such as hurricanes, earthquakes or volcanic eruptions.

Project manager Sabine Dorrifourt** said “The logistic, business and administrative exchanges obtained will help to achieve common economic objectives and will contribute to the research of economies of scale and alternatives capable to sustain these alliances.”

*Clovis = Caribbean Laboratory for Open and Value Added Information System

**Email: sabine.dorrifourt@ceiba-gp.com





By Burnett B. Coke

For too long, Human Resources (HR) has been perceived as the 'softer' side of the maritime industry, filled with paper pushers who have no sense of urgency or appreciation for commerce and are willing to virtually 'give away the farm'.

Reducing margins and recent reductions in teu movement in the West have greatly impacted the Caribbean shipping industry. Our continued heavy reliance on stevedoring mandates the

HR must become the internal counsel to captains of industry by providing sound, objective and honest feedback

urgent need for fundamental change in human resources practices, since investments in capital such as post-panamax cranes will only be as profitable as the human element which operates them.

At the outset, HR must become the internal counsel to captains of industry by providing sound, objective and honest feedback.

HR needs to become an active participant in designing business strategy by employing a global vision which predicts and manages change instead of simply displaying 'knee jerk' reaction. This will see HR guiding business decisions based on whether the maritime opera-

tor is in start-up, growth, maturity or decline.

HR efforts must be driven by, and in support of, the service performance indicators of timeliness, consignment care, compliance and corporate efficiency. Training for stevedores, crane operators and administrators must be measured for effectiveness and returns on investment. Remember, what doesn't get measured doesn't get done!

It is also timely that HR joins discussions on mergers and strategic partnerships among regional players. Using economies of scale across regional ports, opera-

tors should seek to avoid the usual bad fate of small satellite states and enterprises. Given the drive towards establishing fewer, regional mega transshipment ports, it is opportune that we pool efforts for mutual survival.

Reductions in teu through specific ports should permit the relocation of their trained stevedores and operators across geographical borders to high traffic ports. In so doing, HR should help shipping interests to capitalize on the greater ease of labor movement facilitated by the Caribbean Single Market & Economy (CSME).

This approach demands co-ordination, but is cheaper

and more efficient than training even greater numbers while others are concurrently deemed redundant. This inevitable reality will require structured synchronization of cultures by HR since over two-thirds of mergers fail because of people issues, not financial ones.

External contractors

Efficiency also demands that HR evaluates what aspect of business may be outsourced to external contractors, thereby allowing operators to focus on core business. The increased need for labor flexibility also mandates that HR must determine whether the workforce comprises employees or contractors. The maritime industry could perhaps look to Alcoa Minerals, of Jamaica, also a traditional heavy industry, which took a quantum leap in 2001 and fundamentally transformed its workforce from over 500 employees to 220 contractors. This radical but necessary shift was paved largely through HR-led initiatives. While not a panacea for all ills, this catalyzed the way for investments in excess of US\$1billion and therefore warrants review.

To truly get a handle on labor productivity, an HR-led team must become proactive in submitting the industry's collective bargaining claims and expectations as opposed to perpetually

responding solely to claims from the unions. Ideally, compensation structures must begin to be based on objective measures of productivity rather than carte blanche entitlement.

In light of the dynamic environment, HR must lead direct communication with staff, particularly stevedores, and not solely through the unions. Remember, they are our staff, and for too long we have abdicated that role to others.

Finally, the HR team must create an environment which links productivity and fun. With the high concentration of young workers, it is entirely conceivable that regional sporting competitions, which drive esprit de corps, could be hosted.

Simply stated, if we continue to do what we've always done, we'll continue to get what we've always gotten.

For HR to impact the bottom line, practitioners must make a shift away from simple 'horse trading' with unions and move towards becoming true strategic partners in industry. Only then can the viability of Caribbean shipping be secured. ■

Burnett Coke has 16 years' experience in Human Resources, Industrial Relations and Conciliation/Mediation. He holds an MA in Labour and Development from the Institute of Social Studies in the Netherlands

Caribbean Feeder Services takes delivery of its largest ship

The fleet of Caribbean Feeder Services is being expanded to 13 ships with the arrival of its newest – and largest – vessel.

On May 5 this year Heidi Wellnitz, wife of Frank R. Wellnitz, former President of the Caribbean Shipping Association, traveled to the Aker shipyard at Wismar, in Germany, to christen the 'CFS Paranam' by performing the traditional ceremony of breaking a bottle on the ship's bows.


By naming its new ship after Paranam, a port in Suriname, the company wants to send a message that Suriname – probably the most southerly point in its network – will continue to be served.

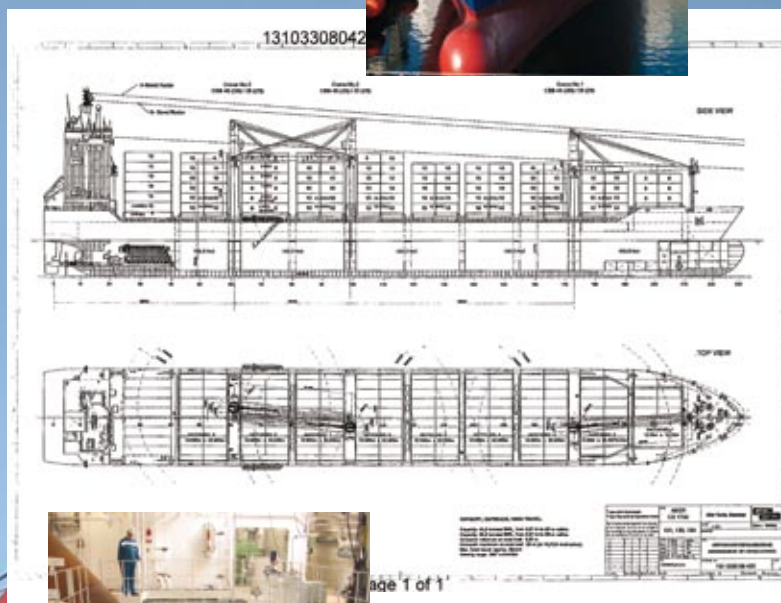
The 'CFS Paranam', a 1,700 teu geared containership, will join the company's fleet, providing feeder services in the Caribbean Region.

Caribbean Feeder Services started in August 2000 to offer feeder services to global and regional

carriers. It currently operates 12 feeders of various sizes and calls at 25 ports in the Caribbean, Mexico, Central America, Colombia, Venezuela and the Guyanas.

The new ship will be joined in July by a sister vessel, the 'CFS Panama', from the same shipyard.

According to Frank Wellnitz, main liners into the Caribbean Region have become larger, so Caribbean Feeder Services is ready to follow its customers' needs by upgrading the size of its feeder vessels. 





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Curaçao plans second mega cruise terminal

A recent conference to mark the 25th anniversary of the Curaçao Ports Authority produced some lively discussion about future development of the nation's ports. Speakers included Fernando Rivera, President of the Caribbean Shipping Association, and Carlos Urriola, Vice President of the CSA and General Manager of Panama's Manzanillo International Terminal

What has been described as “an impending boom” in Curaçao’s cruise industry was a topic of keen discussion at a three-day conference held by the Curaçao Ports Authority in January 2007.

There was much talk about the Panama Canal and its implications for the Caribbean Region and Curaçao in particular.

And the conference heard that a committee had been set up to handle the development of a second major cruise terminal, to be completed in three years.

Cruise market growing

Although the trend towards ever larger cruise ships has been firmly established for some years, Curaçao has been hesitant to build a second mega pier because it did not find the figures convincing enough to warrant the expenditure, says the CPA.

But now, as the CPA now sees it, “the need for a second mega pier in Curaçao is evident”.

Three major industry developments have led to the CPA’s decision to move forward with the project:

- There are now more alternative destinations in the southern Caribbean Region
- Cruise lines are turning to the southern Caribbean in search of unique ports of call to meet the demands of their passengers
- Home-porting issues in Puerto Rico have been solved, so the number of cruise ship visits is growing.

The CPA believes that Curaçao must act now in order to prepare for what it describes as “this exciting onslaught in the near future”. To this end, the authority is working on a master plan and feasibility study for the new terminal.

Curaçao is becoming more popular as a Caribbean cruise destination in line with an overall growth in the island’s tourism sector. In 2006 Curaçao received 205 cruise ship calls – about seven per cent of total vessel calls – with 326,885 passengers. The forecast for 2007 is 276 calls with 353,277 passengers. This means a growth of 34.6 per cent of calls and 8.1 per cent of passengers in comparison with 2006. A further growth in calls and passengers is forecast, with numbers set to increase by up to 400,000 passengers a year.

On February 18 this year Curaçao celebrated the maiden call of ‘Club Med II’ of Club Med Cruises and on May 29 the country expects to receive its first call by ‘Holiday Dream’, a sister ship of ‘Blue Moon’ of Pullmantours. The CPA says that throughout 2007 it will continue its efforts to market Curaçao as a vibrant cruise destination as well as improving its facilities and services in preparation for growth.

It is against this background that the Authority is drawing up the master plan for a second mega pier.

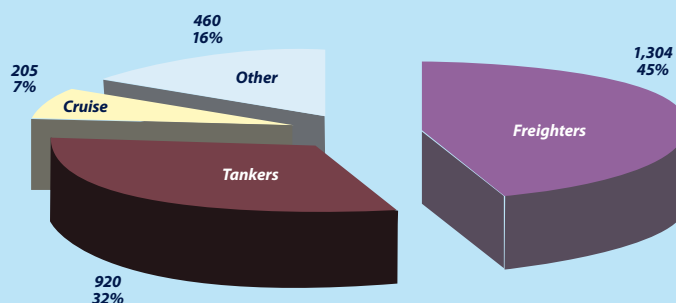
“With the arrival of a second mega pier, Curaçao can receive more ships and will create more capacity and facilities for home-porting,” the CPA has stated.

Rotterdam interested

The CPA will apparently have strong and influential partners in this initiative. At the 25th anniversary conference in January, there was enthusiasm and interest from the Port of Rotterdam.

In its biannual publication, ‘Curaçao Portcall’, the CPA reported: “Although talks have not yet been completed, Mr Lopez Ramirez seemed enthusiastic over a possible investment in CPA and the mega pier by the Rotterdam Port Authority. The Port of Rotterdam has long since been a close associate of CPA, sharing expertise and joining in business ventures such as the joint shareholding of the Curaçao Port Developers.”

Curaçao – vessel calls 2006





Continuing growth in shipping industry is major challenge for Caribbean

The Caribbean Sea is a centre of world shipping – the southern gateway to the world’s largest single market. It facilitates all ships using the Panama Canal. It is the cruise ship capital of the world. Recently, some of the leading voices in the Caribbean Shipping Association – the President, Fernando Rivera, the Vice President, Carlos Urriola Tam, the Cruise Committee Chairman, Jan Sierhuis, and the Chairman of Group A, Robert Foster – have been discussing developments that will shape the future of the Region’s shipping industry

By Mike Jarrett

Expanding the Panama Canal

Perhaps more than any other facility in the world, the Panama Canal, opened in 1914, is central to world trade.

Each year more than 14,000 ships transit the canal carrying over 203 million tons of cargo. Many of the leading trading partners of the United States use the canal to ship their cargo.

In 2006 the government and people of Panama approved the single largest project in the canal’s history – one that will effectively double its capacity.

The expansion is expected to take up to eight years to complete and involves the construction of two lock complexes, one on the Caribbean side of the isthmus and the other on the Pacific side. Each lock complex will have

three chambers, including three water-saving basins. New access channels to the locks will be excavated and existing navigation channels widened and deepened to accommodate the larger ships. The maximum operating level of Gatún Lake will need to be elevated.

The project, which is expected to cost US\$ 5.25 billion, will be self-financed through higher transit tolls.

The plan was unanimously approved on July 14, 2006 by the National Assembly, which authorized a national referendum on the proposed expansion, held on October 22, 2006 a few days after the CSA’s 36th Annual General Meeting in Panama City.

During that meeting of the CSA, over 200 members and delegates had an opportunity to see the Canal in operation. CSA Vice President Carlos Urriola Tam, General Manager of Pana-

ma’s Manzanillo International Terminal, hosted CSA delegates on that trip and fielded questions about the expansion project and its implications for Caribbean shipping.

Impact on Caribbean ports

Mr Urriola said Panama had taken a decision that would change the shipping business in all regions of the world including the Caribbean. “By the people voting their approval, Panama can now begin the work of expanding the canal to allow post-panamax vessels to transit by a new set of locks,” he said.

“The new sets of locks will be ready for the year 2014 and then post-panamax vessels will transit our Region. For the first time in our history of regional port development, there is a definitive date. So every port in the Caribbean Region must plan

accordingly.”

Given this new reality, said Mr Urriola, the Caribbean governments and ports must ask themselves an important question: should they expand so they can accommodate these monster vessels – or should they continue being feeder ports?

“Economies of scale will dictate that these vessels call at fewer ports, but with more cargo. Efficiency and reliability will be key. But before we operate, we must build it or improve our facilities. Do we have the funds to build 16 meter depth berths? Do we have the capital to buy post-panamax cranes?

“Also, we must understand that the actual Canal is already close to full capacity. While Panama is building the new locks, there will be more pressure in the terminal to provide a faster and reliable service. Are we ready?”

Much more still to be done, says President

Despite the CSA's tremendous role in facilitating development during its 36-year history, much more has to be done in a constantly changing and rapidly expanding industry, according to the Association's President, Fernando Rivera.

Addressing the 30th Caribbean Central American Action Conference on the Caribbean in Miami last December, he said: "Economic realities have prevented us doing as much as we want to do." He said there were problems related to economies of scale and scarcity of capital resources.

"For example, the smaller ports in the Caribbean were forced to comply with the ISPS [International Ship and Port Facility Security] regulations and all the WTO [World Trade Organization] and FTAA [Free Trade Area of the Americas] security measures at tremendous expense in order to continue doing business into the USA. However, these poor, debt-ridden countries had little or no significant support from the real beneficiaries of these security measures – the more developed countries.

"And while these small territories struggle with the tremendous cost of developing efficient and dependable port operations and having to purchase expensive security technologies from the developed countries, we are faced

with the damaging effects of overweight containers being landed on our wharves. Not only does this damage the ports that we have only just recently spent large sums building, but they do untold damage to the road network of our countries – the same roads that we must use to get our exports to the ports.

"We need the carriers that call on our ports to understand the great social and economic problems that this causes," he said.

He said the CSA had co-

ordinated the upgrading of security at seaports across the Region and all but two had met the International Maritime Organization's deadline of July 1, 2004 for introducing the ISPS Code.

ment hubs to develop as efficiently as possible. Every time a container is loaded and discharged, costs are incurred. In order that costs to the importer and then to the ultimate consumer are contained, it is necessary to handle cargo as few times as possible. Multiple handling of containers also makes them and their contents susceptible to damage.

"The challenge for the major lines is to create the economies of scale necessary [for efficiency] yet have

Cruise industry looks to the future

The expansion of the Panama Canal will bring more and bigger ships to the Caribbean. And regional concerns over ship size and their implications will apply to the cruise sector as well as the cargo side of the industry.

Both in the United States and in Europe, the cruise industry is on a growth

"There is already a limit to what size ships the smaller Caribbean island ports can accommodate"

the ability to transport cargo quickly and efficiently to the small outlying markets across the Region. I think the key then is the selection of the appropriate vessel to service these smaller territories. The vessel cannot be so big that it cannot enter the smallest port – yet it has to be large and fast enough to service the route within an acceptable schedule."

path once again, leading to new investments in ports and destinations, says Jan Sierhuis, chairman of the CSA's Cruise Committee.

He said new players and the trend towards ever larger cruise vessels had triggered a fresh round of investments in ships that, in turn would mean new investments in port facilities and generally in cruise destinations. >

Implications of Canal expansion

For the next seven years, Caribbean territories will continue to grapple with the implications of the expansion of the Panama Canal.

The chairman of the CSA's Group A, Robert Foster, believes that, as shipping lines continue to pursue cost reductions, they will do so by creating better economies of scale. Vessels are going to get bigger and bigger, he predicted.

"There is already a limit to what size ships the smaller Caribbean island ports can accommodate, hence, it is necessary for the transship-

CSA's role as a forum

The Caribbean Shipping Association provides a forum for carriers, port management, port and terminal operators and shippers to work together to facilitate trade.

The Association is made up of three groups:

- Group A – Shipping agencies, private stevedore operators and national shipping associations
- Group B – Port, wharf and terminal owners and operators, including national port authorities
- Group C – Ship owners and operators.

There has also been significant growth in a fourth area of CSA membership: non-vessel operators and freight consolidators.

In addition, the recently formed CSA Cruise Committee has focused attention on the Region's cruise industry, a pillar of Caribbean national economies.



The big question, according to Mr Sierhuis, is what role MSC Cruises – owned by the container operator Mediterranean Shipping Company – will play in the market in the coming years.

Carnival and Royal Caribbean, the two largest cruise groups, are penetrating new markets, while embarking on a strategy of product improvement and changes in existing markets. Asia, Africa, the Middle East and South America are new cruising grounds that are seen as alternatives to traditional markets in the Caribbean, Alaska, Mexico and Europe.

“The arrival of more and bigger ships continues to pressure the cruise lines to seek for new home ports, new itineraries and new destinations”

Cruise lines do invest in several key markets, but traditionally they limit themselves to long-term agreements and other forms of co-operation instead of actual participation in port-related projects. Hence, new financing models are needed for these projects, as most governments are no longer in a position to finance such large infrastructure projects.

At the same time, increasing competition between regions puts pressure on port and tax revenues from cruise ships.

“On the other side of the coin, as cruise ships become larger and larger, cruise lines are depending more and more on a handful of large destinations that can handle their business,” said Mr Sierhuis. “Congestion and declining destination experience are issues of concern, but the operators expect these issues to be resolved through joint partnerships and programs.

A recent FCCA study on the impact of the cruise industry in the Caribbean showed that almost 75 per cent of passenger spending in the Caribbean was concentrated in five to six destinations. Spreading cruise calls and passenger spending more evenly over the Caribbean would require massive investments and political leadership, said Mr Sierhuis.

“Cruise lines are beginning to invest in new ports of call in an effort to escape congestion and offer a new, unique and fully controlled experience to their passengers. Recent examples are Costa Maya

[Mexico], Belize and the Turks and Caicos Islands. Traditional cruise destinations in Jamaica, Sint Maarten, Barbados, Aruba and Curacao are investing in expansions and improvements to their infrastructure and product, in an effort to keep up with the market and with increased competition.”

As Mr Sierhuis sees it, the stakes are getting higher, competition is fierce and hence the risks are also improving.

Traditionally, the Caribbean is divided into the western, eastern and southern markets, with the western market showing strong growth. The southern market

has growth potential but is hampered by the relative distance to home ports in the US as well as the limited home-porting capacity of most Caribbean territories.

“Home-porting of European ships seems an attractive alternative for southern Caribbean destinations,” said Mr Sierhuis. “Aruba, Barbados, Dominican Republic and, to a lesser extent, Jamaica and Curacao are receiving turnaround operations for the European markets. For the time being, however, these seem to be winter operations only.”

Competition for berthing space

Mr Sierhuis noted that there was some competition between cruise and cargo ships for berthing space and pilot assistance in some destinations, but said that, more and more, these issues were being resolved or the negative effects were being reduced to acceptable levels.

“I always like to bring forward that a cruise ship also brings business to a port and, because it generates cargo and foreign currency, the country benefits. This also benefits the shipping and port industry. Furthermore, the past animosity between the cruise and the hotel industry in the Caribbean is quickly fading away as both are starting to realize that they also have a common interest – get people to take a Caribbean vacation and market the Caribbean as a safe and


attractive vacation option, whether it is a hotel or a cruise ship package – and, actually, people buy both.”

On the implication of larger cruise ships in the Caribbean, Mr Sierhuis said: “The arrival of more and bigger ships continues to pressure the cruise lines to seek for new home ports, new itineraries and new destinations. The Caribbean, by demand and by necessity, will remain the largest cruising ground for these vessels.”

He went on: “Currently, new developments are taking place all over the Caribbean, particularly in the western and southern Caribbean, where new ports and destinations are being created in Mexico, Guatemala, Belize, Honduras, Costa Rica, Panama, Colombia and Venezuela. In the Dominican Republic, Puerto Rico, Sint Maarten and Barbados, new port investments are also under way. And Curaçao, my own destination, is in the process of investing in a second facility for the mega-ships.

“The issue for the Caribbean is how to balance the positive impact of this vibrant industry against the obvious negatives of congestion and overcrowding. Is there an optimum level where volumes, investments, revenues and social and environmental costs level out and guarantee the long-term sustainability of the destinations and the Region? These are issues that will have to be addressed on a regional level, sooner rather than later.”

Mr Sierhuis added: “I believe the awareness and willingness are there. What we need now is someone taking the lead to make all this happen.”

He said various organizations must jointly set the agenda and increase their co-operation, including the Caribbean Tourism Organization, the Florida-Caribbean Cruise Association, the Cruise Lines International Association and the American Ports Authority Association as well as the CSA. 

www.caribbeanshipping.org

CSA assists New Orleans

When New Orleans was devastated by Hurricane Katrina in August 2005, the Caribbean people could readily empathize. They deal with hurricane devastation and upheaval on an annual basis. Members of the CSA started a fund-raising effort for the benefit of the workers of the Port of New Orleans. The money collected was presented to the port's President and CEO, Gary LaGrange, by Corah Ann Robertson Sylvester, then President of the CSA, at a conference of the American Association of Port

Authorities in New Orleans in September last. The Port of New Orleans is a long-standing member of the CSA and has hosted a number of CSA conferences. The Association last met in New Orleans for the 30th annual general meeting in October 2000.



CSA PRESIDENT MEETS JAMAICAN PRIME MINISTER

Jamaica's Prime Minister, Mrs Portia Simpson-Miller (right) had a warm hug and greeting for recently elected President of the Caribbean Shipping Association, Fernando Rivera when the two met in Miami, Florida at the Caribbean Central American Action (CCAA) annual Conference on the Caribbean in December 2006. The Jamaican Prime Minister recognized the importance and role of the CSA in regional development. Mr Fernando was a discussion panelist at the Conference and the Jamaican Prime Minister was a featured speaker at one of the conference events.

CSA PORT AWARD

SPRC, Colombia was voted Caribbean Port of The Year – Best Container Terminal for the second consecutive year. Giovanni Benedetti, Director of Marketing and Sales, received the trophy at the CSA's 36th Annual General Meeting, Conference and Exhibition in Panama City, October 17, 2006.



EDITOR'S CHOICE

TWO WOMEN

Photographer Jorge Quintana of Panama caught the moment in the semi-silhouette of delicate natural light. Two of the leading women in Caribbean shipping, Corah Ann Robertson-Sylvester (left) (CEO of Seaboard Jamaica and

CSA PRESIDENTIAL THREE, ON BOARD

Editor Mike Jarrett got Carlos Urriola (left) Fernando Rivera (centre) and Corah Ann Robertson-Sylvester together during the CSA partial transit of the Panama Canal, at the 36th Annual General Meeting last October (2006); just 24 hours before they changed their respective roles in the CSA. Carlos became Vice



President; Fernando became President; and Corah Ann demitted office (having served three consecutive) terms to become Immediate Past President.

CSA TRAINING

Some of the Caribbean's most competitive companies, including port facilities, are involved in both cruise and cargo shipping. This is a growing trend and the CSA responded by organizing a training course on Strategic Management for Cargo and Cruise Operations last year in Curaçao. Participants from Barbados, Aruba, Antigua, Curaçao and Bonaire were led through a



number of discussions dealing with practical ways to position their companies for this continuing trend by Mr Fritz Pinnock. This course, held at the Dutch Caribbean Training Centre in Curaçao on April 4 and 5.

DONATION TO CSA TRAINING TRUST FUND

SMIT Harbor Towage Panama Inc made a substantial donation of US\$5,000 to the CSA Training Trust Fund, following a discussion between SMIT's Loek Kullberg and CSA Past President and Chair of the Trust, Frank Wellnitz in Panama City on the occasion of the CSA's 36th Annual General Meeting. Here Capt. Ronald Neomagus (left) of SMIT makes the presentation to CSA Vice President Carlos Urriola. The presentation was made at SMIT's Panama office on December 27, 2006. The CSA Training Trust Fund supports CSA training and human resource development programmes across the Caribbean Region.



Erica Luke, Marketing Director of Eric Hassell & Son Ltd of Barbados share a brief moment of bonding during a break at the 36th Annual General Meeting in Panama City last October (2006). It was Mrs Robertson-Sylvester's last meeting as President of the CSA.

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John Fernandes expansion strengthens Guyana's shipping industry

When Guyana's Minister of Finance, Dr Ashni Singh visited two of the country's main wharf operations in November last, he was full of praise for the initiatives and improvements he saw at John Fernandes Ltd (JFL).

The Minister, who led a team of officials from the Guyana Revenue Authority on a familiarization tour of the port, wanted to acquaint himself with processes, working conditions and issues confronting Customs officials and the public who did business at the port. Christmas was approaching and the Government minister needed to see for

himself what the operations were like.

Only a month previously, in October, JFL held ceremonies to mark the official opening of its expanded facilities and the Minister was understandably impressed with what he saw, as reported in the local press.

In Guyana, JFL is accepted as the leading containerised cargo handling facility. The company has grown significantly over the past 15 years, steadily gaining market share. However, as the business grew under the leadership of Chris Fernandes, the company found it increasingly difficult to handle LCL (less than container load) cargo.

"Our growth created a problem in that we needed more space," said Mr Fernandes.

In 2005 the company



The company's import container terminal was opened in October

purchased a building immediately north of its main terminal on the Demerara River from the Guyana government. The building was extensively refurbished and now houses John Fernandes Ltd's new LCL warehouse.

Expanded

In addition to the new warehouse, the company moved to create an expanded container yard. An area of mudflat immediately west of the new warehouse was revetted, landfilled and surfaced and established as the company's import container terminal. It was this facility that was officially opened on October, 10, 2006 by Guyana's Prime Minister, Samuel Hinds.

This new container handling facility has further given JFL a competitive edge and has allowed the company to further increase its market

share to about 65 per cent of the country's import and export container trade.

According to Mr Fernandes, the Minister of Finance and the Commissioner General on visiting the company in November were vocal in their praise of the initiative taken by JFL and they called on other shipping entities to follow the lead set by the company.

In February this year, JFL took possession of its sixth Terex PPM Super Stacker as well as 12 additional chassis.

"This will to ensure that we have adequate equipment to service the increased business resulting from our recent capital investment," Mr. Fernandes said.

John Fernandes Ltd is a long-standing member of the CSA and Mr Fernandes has served on the CSA's General Council for many years. ☐



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Bridgetown invests in major expansion

In a wide-ranging interview, Freida Nicholls, Assistant Manager (Market Development & Public Relations) of Barbados Port Incorporated, tells CHARLES HARDING about the challenges facing the Port of Bridgetown – and about its many notable achievements

Faced with the challenge of port congestion as a result of growing cruise and cargo traffic, the small but vibrant port of Bridgetown, Barbados, is investing in a major expansion to retain its competitive edge.

Among other notable investments, the port has licked its security challenges by acquiring the latest in anti-terrorist technology.

To be 'best in class' for services and facilities is a key objective for Everton Walters, the port's chief executive officer.

"He has always determined that this is the standard that the Bridgetown Port should achieve and seek to maintain," said marketing specialist Freida Nicholls of Barbados Port Incorporated. "We cannot compete with, say, the Port of Kingston [Jamaica] in terms of size

– but we can compete with them in terms of our operations.

"To be best in class means the type of services we offer, the type of facilities we offer. Best in class comes from the distinct focus on the customer."

Few other government or quasi-state organisations in Barbados have attracted the same level of investment and development as the Port of Bridgetown, built on reclaimed land and opened in 1961 as the Deep Water Harbour. It was a sheltered port with a breakwater and two cargo sheds created from a land reclamation project that connected Bridgetown with tiny Pelican Island in the southwest.

Over the years, the port has undergone major extensions to cope with changes in international shipping. One

extension, between 1975 and 1979, provided more docking places, facilities for small vessels, a container terminal and a modern administration building.

Encourage

The current expansion, begun in 2002, includes dredging of the inner harbour to increase the depth from 9.6 to 11.6 metres and to encourage mega cruise ships to call at Barbados. As part of a rearrangement of port areas, the dredging spoil was used to reclaim nine acres on which to provide a new cargo berth and more container yard space.

A fifth berth was opened last year, increasing berthage to 1,513 metres and enabling the Port of Bridgetown, though relatively modest in size, to accommodate a large number of >



The Port of Bridgetown can accommodate five mega sized cruise ships at a time



administration that paved the way for new investment and development.

The port is now being divided into four zones for greater efficiency and safety of port operations.

Cruise ship handling will be concentrated in the south of the port and a new cruise pier, originally estimated at US\$ 20 million, will be installed to accommodate two large cruise ships simultaneously. This will provide extra capacity to handle the expected rise in cruise arrivals and cargo. The two berths will boost the port's daily passenger handling capacity by 8,000 and will allow the port to continue to separate its cruise and cargo handling operations in the interests of passenger safety.

Port management is also putting in a post-panamax gantry crane to serve cargo vessels with a capacity of up to 3,500 containers.

Cargo handling will continue in the main port and bulk handling will be concentrated on recently reclaimed land to the north. Leisure craft will be accommodated at the Shallow Draft Wharf behind the main cargo quay.

The sugar loading towers, a landmark at the breakwater since 1961, will be dismantled and relocated to new sugar facilities at the Land Reclaimers site, near the Flour Mills off the Spring Garden Highway, just north of the port. The port's bulk sugar terminal is also being redesigned and converted into a facility for cruise passengers.

Ms Nicholls said: "We are looking at creating a facility outside the environs of the port but with accessibility for land-based residents and visitors as well, similar to what obtains at Biscayne

vessels, including five mega sized cruise ships, such as 'Adventure of the Seas' and 'Queen Mary 2', at any given time.

Bridgetown, which has won more awards than any other Caribbean port since 1993. It also acted swiftly to comply with the International Ship and Port Security (ISPS) Code, putting all the required systems in place well before the July 1, 2004 deadline. More than US\$10 million was invested in a range of equipment specified by the ISPS code including high intensity lighting scanners, security cameras and X-ray equipment. The port is also in the process of acquiring a US\$ 2 million Integrated RFID and Sensor System of wireless ground and underwater sonar and video cameras that work in concert to manage security threats.

"Nothing in our security is [too] expensive," said Ms Nicholls. "Security

now demands a larger chunk of our budget than in previous years. Ten years ago you did not have 9/11 and a shifting in the world's insecure centre. Ten years ago you didn't have to deal with that."

Meeting demands

Although the Port of Bridgetown has met international standards since its inception, the current expansion and renewal project, originally estimated at BDS\$100 million, resulted from a special study in the 1990s. This study indicated that the port must renovate its infrastructure and expand on its core business areas of cargo handling and the cruise sector to meet the demands of the 21st century.

The reform began with the incorporation of the Barbados Port Authority as Barbados Port Inc – an institutional change in the port's



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in Miami, where locals can go without encroaching upon the integrity of the port.

“We are looking at a crew facility. We don’t have one,” she added. Although plans are not yet finalized, consideration is being given to a multipurpose facility that would include recreational activities for ships’ crews.

Key benefits

One of the port’s molasses tanks will be converted into a potable water storage system with ancillary pumping facilities.

It is all part of an expansion and renewal that is intended to bring key benefits to both port users and customers.

Ms Nicholls said the major challenge facing Barbados Port Inc was that the Deep Water Harbour was originally constructed as a cargo handling port.

“We have to tweak and adjust and rehabilitate and revise to create a cruise

“We seek to ensure that the peculiarities of port operations and port services are addressed by ensuring that we have ongoing training”

facility within there. And as cruise passengers increase and cruising becomes more popular, demands on services and facilities are going to be greater.”

Pointing to St Marteen, where there is a purpose-built cruise facility, Ms Nicholls said: “Newer players into the market have a decided advantage because they can design a facility specifically geared towards the requirements of the cruise passenger. We have to make adjustments.”

She agreed that, like other public and private sector organisations, the Port of



Bridgetown has won best port awards from the CSA and other organizations

Bridgetown had faced challenges. “But we seek to ensure that the peculiarities of port operations and port services are addressed by ensuring that we have ongoing training,” she said.

The marketing focus has also been rearranged to emphasise port development and delivery of service. The


spotlight is on frontline staff, including cashiers, receptionists and security officers, who interact with customers. Port marketing has not only shifted from selling to a customer focus, but as Ms Nicholls explained: “We are going even a step further to the modern-day concept of marketing, which is building lasting relationships.

“If you have a relationship with your customer that allows your customer to feel that he is important, that he has been well served, when the problem occurs – and it will – you are better able

to hold on to that customer because that customer knows that you have his best interest at heart and you are going to seek to fix what is not right.

“So that relationship building is in the forefront of how we hope to maintain that best in class vision,” Ms Nicholls declared, adding that the vision extended to the maintenance of equipment, the provision of timely service and ongoing training of the port’s human resources.

The Port of Bridgetown has earned a fine reputation as a multipurpose port and has won best port awards from the Caribbean Shipping Association (CSA), Dream World Cruise Destinations and World Cruise Destinations and Seatrade in the categories of Most Improved Port Facilities and Most Receptive Destination since 1993.

Bridgetown won the CSA Port of the Year awards in 1993, 1995, 1996, 1997, 1998 and 2003 and was named the CSA’s Best Multipurpose Port in 2004. It was runner-up in the fields of World Best Destination and Best Destination in 1996. 



Piracy and maritime terrorism: a convergence of challenges for Caribbean shipping

By Milton J. Samuda and Stacey-Ann Soltau-Robinson*

Man's actions are often the products of his motivations. The activities of terrorists – or “persons who use violence and intimidation in the pursuit of political aims” according to the Oxford Dictionary – have reluctantly yet unavoidably captured our attention. So inimical to their identity is their motivation to achieve their particular political objective that it forms a part of their very definition.

During the late 16th to early 18th centuries piracy – defined by the dictionary as “the practice of attacking and robbing ships at sea” – was commonplace throughout the Caribbean. Their motivation was primarily, and readily recognizable as, economic gain. In its modern form, the motive for piracy still appears to still be financial benefit, although one view is that many of today's pirates are “terrorists with an ideological bent and a broad political agenda” (Luft, Gal & Korin, Anne: ‘Terrorism Goes to Sea’).

In any event, it would be reasonable to conclude that, as long as these motivations continue to exist within the breast of the various actors,

whatever they may be in any specific instance, piracy and terrorism will continue to take place. It would also be reasonable to say that, irrespective of their individual motivations, with incidents such as the attack on the USS ‘Cole’ in 2000, terrorism has literally come to occupy the same space – that is, the sea – as piracy, with acts akin to piracy.

Creative terrorists

It is of no moment that the Caribbean Region may not be currently experiencing the kinds or levels of terrorism/piracy activities that have taken place in other areas of the world such as, according to Luft and Korin, the South China Sea and the waters off the coast of western Africa. Indeed, there may be those who point to the fact that, according to the International Maritime Bureau, there were only about five incidents of piracy in the Caribbean area in 2005 and four in 2006. The point is that it may be impossible to stem this tide indefinitely as terrorists become more creative in their attacks. These undesirable activities are the concern of both

international and Caribbean shipping interests, especially since “both disrupt normal [societal] routes and undermine institutions”, according to Donald J. Puchala in his comparison of [historical] piracy and transnational terrorism, ‘Of Pirates and Terrorists: What Experience and History Teach’.

The challenges presented by piracy and terrorism thus converge, and the shipping interests of the Region must participate with the rest of the world in tackling these threats – potential or actual depending on the scope of one's business reality – to their continued commercial viability as they for instance face increased security, compliance and insurance costs.

It should also be emphasized that several economies in the Region are service-

of one invariably affects the other. The vulnerability of regional shipping interests is thus apparent.

Indeed, one may even be of the view that the afore-described required reaction by the shipping interests of the Region may, in fact, be an obligation of Caribbean shipping interests as each seeks to discharge its responsibility as a good corporate citizen in a global context.

It is a sensitivity to these issues that may in turn transform what may be viewed by some as extraneous “first world” problems that have little to do with regional shipping concerns into a motivating factor that will color the ways in which the shipping interests of the Region react to these concerns henceforth. ☐

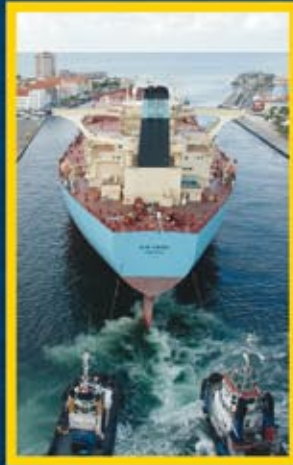
The practice of attacking and robbing ships at sea was commonplace throughout the Caribbean

based and depend on industries such as tourism, one of their primary markets being the United States. The interwoven nature of businesses in this area, such as the cruise and aviation sectors, means that a threat to the viability

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