

No. 12 | JANUARY - APRIL 2011

CARIBBEAN MARITIME

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THE YEAR AHEAD



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A final farewell



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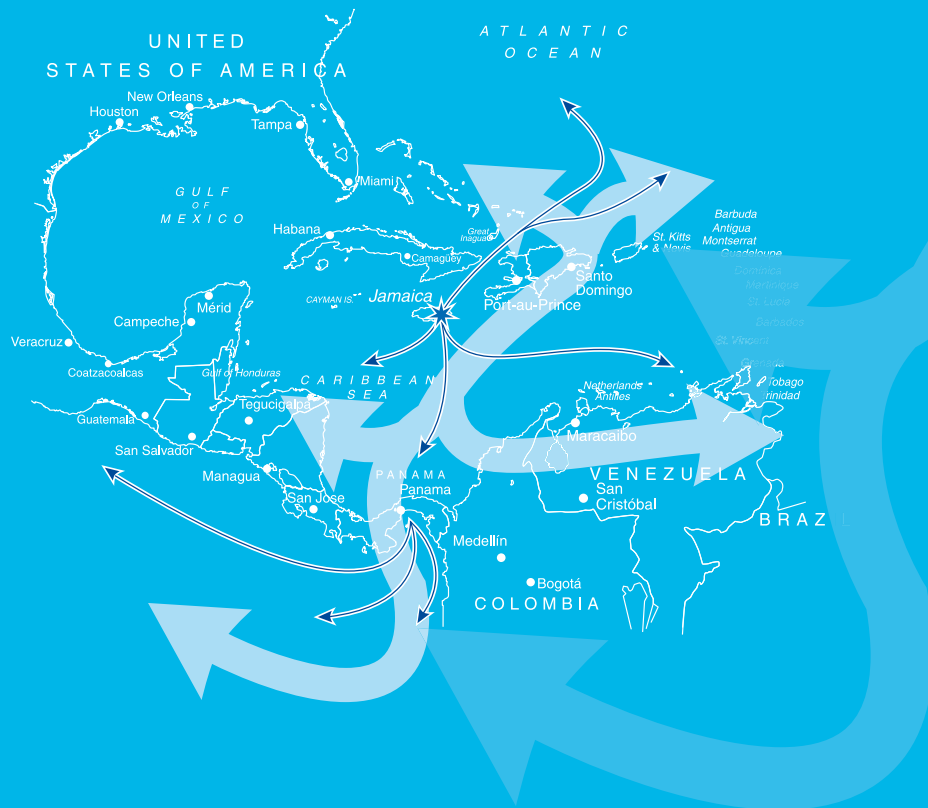
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Except for that appearing in the Editorial column, the views and opinions expressed by writers featured in this publication are presented purely for information and discussion and do not necessarily reflect the views and opinions of the Caribbean Shipping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

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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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PLANS TO UPGRADE, IMPROVE

An impromptu feature crept into this edition of *Caribbean Maritime*. When this issue was being put together and most articles had already been submitted, the CSA got the news that one of its illustrious past presidents, Ludlow 'Luddy' Stewart, had died. Those close to the CSA stalwart would have known that he had been battling cancer for a year. Notwithstanding, the news of his passing on December 20 was greeted with a grief and sadness, the kind reserved for those who have made a significant contribution. *Caribbean Maritime* magazine extends condolences to the family, friends and the entire Jamaican shipping community.

Luddy Stewart helped to make the Caribbean Shipping Association the regional organisation it is today by erasing the talk-shop-do-nothing image into which the Association was gradually settling. The fact that the Association has done more than many regional bodies in forging a Caribbean-Latin American network of private and public sector operatives is largely due to the spirit and resolve of Ludlow Stewart. To his regional contribution and commitment to the CSA we dedicate this 12th edition of *Caribbean Maritime*.

As usual, this first publication for the year affords an opportunity to peer into the future. The theme is The Year Ahead and the articles generally focus on the shipping industry of the Caribbean region in 2011. It was a difficult year to predict. There were some positive indicators as the new year began but even 'guarded optimism' for an economic turnaround from the global recession of recent years was difficult for the pundits. Indeed, some regional economies are still experiencing fallout in early 2011, a full year after predictions in January 2010 for a recovery during last year. It therefore does not appear that those predictions will come true this year either.

Despite the uncertainty, however, the CSA will continue its pioneering work of implementing a regional integrated maritime strategy. As the CSA General Manager stated in his article on this initiative, (see Page 14) the feasibility study, which has already started, will be completed by the end of the first quarter in 2011 and the 'roll-out' of Phase 1 of the Regional Maritime Portal will subsequently begin. And, in the South, development proceeds apace. The dredging of the Suriname river and the mouth of the Commewijne river is expected to begin before December 2011 and in Cartagena, plans for advancing initiatives which will take the ports there closer to completing its 2014 Master Plan Development, based largely on the completion of the Panama Canal expansion, are being implemented.

National shipping associations, particularly those in Jamaica, Trinidad and Tobago and Barbados, are planning to improve or upgrade membership services; with the latter, Barbados, planning to bring the curtain down on the 40th anniversary celebrations of the CSA by hosting the 41st annual general meeting in Bridgetown. Meanwhile, the Shipping Association of Guyana is hoping the CSA President's support (see Page 46) for its proposals to government for the dredging of the Demerara estuary will bear fruit in 2011.

The state of the global economy may present 2011 as a daunting challenge but development plans and work projects across the Caribbean suggest that the regional shipping industry is not about to roll over and die.



MIKE JARRETT, EDITOR

Achieving higher levels of efficiency must remain top priority

The year ahead will bring challenges and concerns for us in the shipping industry. Which year doesn't? It will bring setbacks and uncertainties. And, it will bring shortfalls and disappointments. Of all this you can be sure.

The year ahead will also bring successes and achievement. It may not deliver all that you are expecting. Perhaps it will bring more than you dared hope. Life brings with it ups and downs; more and less; bitter and sweet.

Expectations

As regards expectations of performance of the global economy, the news ranges from bad to not-too-bad. The words being used to describe economic outlook for 2011 vary – depending on whose prognostications you are reading – from “stagnant” to “average”. Nothing much to look forward to there. Worse even, Goldman Sachs

say is that, in 2011, there will be an end to the global recession. Not many organisations are willing to project significant growth this year and neither can the CSA. We are therefore best advised to maintain the austerity measures we have had to adopt over the past two years. But more than this defensive play we need a good offence. We have to be defensive, ready to steer clear of dangerous eddies; but we also have to be aggressive and positive, always looking for seas of opportunity, wherever we may find them. As I said in my New Year's message: achieving higher levels of efficiency must remain on the top of our list of priorities. This is a great offensive strategy for keeping systems and methods constantly under review.

The CSA faces the coming year with a positive outlook. The Association will continue the process of improving and



The CSA faces the coming year with a positive outlook

is predicting unemployment in the USA peaking in 2011. Meanwhile, the International Monetary Fund is predicting a marginal increase in global output in 2011 but a decline in USA output over the period.

What no one wants to

updating services to members. The Association will also be delivering two major conferences, the Caribbean Shipping Executives Conference in May in Guadeloupe and the 41st Annual General Meeting in Bridgetown, Barbados, in October, which will wrap up

our 40th anniversary year of celebrations which started in Montego Bay last October.

Support

In tough times we all need to support the organisations which defend our common interests – national shipping associations and the Caribbean Shipping Association. This is a personal invitation to all members of the CSA to come forward in 2011. Come forward and help to make your shipping associations stronger and better able to defend your interests and to support your future efforts to achieve growth and prosperity. Attend meetings and

take part in the discussions. At the regional level, please attend both CSA conferences and step up your networking activities. A broad Caribbean alliance based on a tightly knit network of organisations and individuals facilitates growth and development.

I am looking forward to seeing the largest ever attendances at CSA conference in 2011. Let's together tackle the challenges and the issues, regional and national, which will surface in 2011.

Carlos Urriola
President, Caribbean Shipping Association

SHIPPING ASSOCIATION OF BARBADOS FACES A CHALLENGING YEAR

The Shipping Association of Barbados (SAB), having just elected a new President and administration, will continue to provide efficient and effective service to its membership. According to President Marc Sampson, "We will identify and provide a strategy which will assist and empower our membership ... membership participation will be one of the hallmarks for 2011, as we are fully aware of the great value of our members."

The new administration at the SAB will no doubt achieve its goals in this regard. The SAB has established a solid reputation

in delivering its objectives. And the year ahead has its own challenges as, in October, the SAB will be hosting the 41st Annual General Meeting of the Caribbean Shipping Association, bringing the 40th anniversary year of the CSA to a fitting climax.

TRAINING

According to the new SAB President: "We are cognizant of the power and need for training. Consequently, we will place some focus on training our membership, as well as being a beacon in reiterating to our shipping industry partners the need for continuous training

if we are to reach our ultimate goals in a speedy, efficient and effective manner."


The Shipping Association of Barbados will continue to place the necessary resources and allocations to assist with training at the macro level so that its entire membership can become fully equipped and ready to meet any new and dynamic changes which may be on the horizon or which may confront the shipping industry in the future.

LINKS

"As we progress during the year, the Shipping Association of Barbados will continue to forge links with its industry partners, in an effort to discuss and gain the best possible business practices, strategies and solutions. This would enable us to achieve the desired results to assist our members and would put us on the same platform of our shipping partners globally," Mr. Sampson stated.

COMMITMENT

"As we examine and identify with the global economic and other trends, we have recognised that to arrest any challenges in the shipping industry and remain on the cutting edge there must be a holistic approach, and we therefore stand ready and committed to be a part of any approach or strategy which would bring tremendous benefit to the industry.

"To this end, the Shipping Association of Barbados remains committed, loyal and dedicated to the Caribbean Shipping Association, affiliates and shipping partners globally in assisting them to meet any demands and challenges which would seek to improve the industry," the SAB President stated. 

SAB CONTINUES TO PLACE THE NECESSARY RESOURCES AND ALLOCATIONS TO ASSIST WITH TRAINING AT THE MACRO LEVEL



A final Farewell

Luddy Stewart's life celebrated

The Roman Catholic Church of Saints Peter and Paul in St. Andrew, Jamaica, was filled almost to capacity on Friday, January 7, 2011. It was a congregation of different groups, gathered as one to acknowledge and express thanks for the life of Ludlow Anthony Stewart, O.D., J.P., September 14, 1931 to December 20, 2010.

The colleagues of Ludlow Stewart, representing the shipping industry of Jamaica and the Caribbean, came out to give support to the family; as did the Rotary Club of Kingston. And the Jamaican government sent senior Minister, Honourable Mike Henry, Minister of Transport and Works.

It was not a service for weeping. In fact, there was

Luddy had a clear vision of what a professional, efficient and service-driven organisation should be

very little of that even among his grief-stricken family. It was a morning for saying farewell; a moment for reflection on a life well lived.

"We came not to bury a man; but to make a positive statement about his life. Not to weep, but to celebrate his achievements," said CSA President Carlos Urriola, one

of five persons allowed to give a tribute.

"Luddy Stewart was a Jamaican but he was also a Caribbean man. His life and his leadership of the CSA; his initiatives in training and development of human resources, in no small way, influenced and facilitated growth in the shipping industry across the English, French, Spanish and Dutch Caribbean," the CSA President said.

Reins

"When Luddy took up the reins as the 5th (CSA) President in 1981, I felt that the future of the CSA was assured. I watched with awe and admiration as he dismantled the talk shop image and replaced it with "we can do, we must do" presidential pronouncements. He had

forever changed the paradigm of the CSA," said David Harding, CSA Past President and Chairman of Barbados Port Inc. in his tribute at the Thanksgiving service.

"If I flew in this CSA, he gave me the wings to fly. If history records my own Presidency with a passing grade, he provided the homework



and the foundation," Mr. Harding declared.

SAJ President Roger Hinds said: "Luddy stood tall and dignified in all of his interactions, proving himself a leader among leaders. He served on the Managing Committee of the Shipping Association of Jamaica, and on the boards of the Association's related companies. He was a Director and Deputy Chairman of Port Computer Services Limited. But his major contribution to the industry was serving three times as President of SAJ from 1978-80, 1988-90, and 1995-1997. He was also President of the Caribbean Shipping Association between 1981 and 1984.

"Luddy had a clear vision of what a professional, efficient and service-driven organisation should be. He took this approach to his years of service with the Joint Industrial Council. He served that body for ten years filling

the role of chief negotiator. During his last term as President, Ludlow played a lead role in initiating the historical reform of labour practices in the Port of Kingston, which culminated in the landmark contract in 1998. He was committed to rock-solid industrial relations between employer and labour on the Port. He returned two years ago as Chairman of the JIC, with the overwhelming endorsement of both the unions and the employers in the shipping industry, a testament to his dignity and his reputation for fairness," the SAJ President said.

Longest

Jamaica's Minister of Transport and Works, Hon. L. Michael Henry, CD, MP noting that Luddy Stewart was the longest-serving President of the Shipping Association of Jamaica, said: "Additionally, he chaired the Joint Industrial Council

for the Port of Kingston, a body in which unions and management in the shipping industry meet monthly to ensure the maintenance of good industrial relations in the sector. So, Mr. Stewart was not just a shipping man of the highest order, but also a top negotiator and certainly a source of much of the stability that has defined the sector over recent years, resulting in much of the advancement that has been evident over this period.

Standard bearer

"A standard bearer of substance. Mr. Stewart represented a bedrock of stability in an industry that has seen turbulent times in the past,

but which, through leadership of the kind he demonstrated, has advanced to the sort of consensual approach that allows for widescale progress for all its stakeholders. When in one mind you have a conciliatory yet revolutionary and visionary character, it is clearly the making of an extraordinary personality," Minister Henry said.

Recognition

It was only on October 11, 2010, at its 40th Annual General Meeting in Montego Bay, that the CSA made a statement in recognition of Mr. Stewart's contribution to the development of regional shipping, by awarding him a citation of service.

"On that occasion," the CSA President told the congregation, "CSA members rose to their feet, in spontaneous applause. The members of the Association, which, as President, Luddy Stewart played a great role in building, in a standing ovation, saluted his sterling contribution to Caribbean maritime development."



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The CSA's citation to Ludlow A. Stewart

Ludlow A. Stewart was the fifth President of the Caribbean Shipping Association.

When he became President of the CSA, the Association had already established a routine for meetings and deliberations. Luddy's election to the Presidency brought meaningful change to the CSA. Indeed, much of what is taken for granted today in the CSA was actually instituted by Luddy Stewart during his three terms as President of this regional body.

Format

It was Luddy Stewart who initiated the opening format that the CSA now enjoys. Being a man of vision, Luddy was concerned that CSA meetings should begin with a ceremony. So, rather than simply calling the meeting to order, Luddy felt that the President of the CSA should start each general meeting with a statement of policy and intent. He felt also that, wherever the Association met, its presence should be recognised not only by the local shipping industry but also by the Government and all organizations associated with maritime trade in that territory.

So at the first CSA general meeting under his Presidency, Luddy Stewart delivered the first formal President's Welcome Address at a CSA meeting. Those who were present for this event in New Orleans at the 12th Annual General Meeting of the CSA in October 1982 may remember the theme of this first

President's Welcome Address. The theme: 'it is good for us to be here, but it is important for us to be here'. Up to that time the CSA was a silent Association, relatively unknown outside of the shipping industry. In fact, many persons within the Caribbean shipping community had not even heard about the CSA. Luddy Stewart led the process that changed that.

Here was a CSA President that was not prepared to be quiet and uncontroversial when there were problems which beset the industry. And because he had no personal axe to grind and no hidden agenda, he was able to speak forthrightly, without fear or favour. In that speech in New Orleans, Luddy commented

A CSA President who was not prepared to be quiet and uncontroversial when there were problems which beset the industry

on the problems then being experienced in Caribbean economies: shortage of foreign exchange; depressed levels of trade; and the need for the CSA to be involved in fostering Caribbean unity to deal with the problems. No CSA President previously had spoken like this publicly or addressed regional development in macro-economic terms, in the name of the CSA. Noting that the Gross Domestic Product for the Caribbean region had dropped by five percentage points to one per cent, in a year when the Region's population had

increased by 2.4 per cent, Luddy Stewart said: "Our mission, as members of the CSA in these trying times, is not to become insular – for it is foolish to expect or try to achieve growth and expansion in shipping when our economies are falling down. We (the CSA) must be in the vanguard of the effort to find solutions to our regional dilemma." He added: "... our deliberations cannot ignore the present state of the economies of the Caribbean region."

In this and subsequent speeches, Luddy helped to change the thinking within the CSA and led the process which saw the CSA change from a mere Association of Caribbean nationals to a truly Caribbean entity. He did not

of Luddy's initiatives, the CSA was addressed by the eminent Dr. Kenneth Rattray on the then topical issue of The Law of the Sea. Dr. Rattray received a standing ovation from delegates for his delivery and the CSA was never the same again after New Orleans, 1982. The CSA had come of age.


In his service to the CSA, Luddy Stewart was an initiator yet he preserved the culture of the Association. He was a pacifier yet he led the charge in times of battle. He was moderate yet revolutionary. He was gentle yet strong. His approach was simple but the results were historically significant. He was soft-spoken yet he spoke out strongly and fearlessly on controversial

issues. And when on the occasion of the CSA's 25th anniversary, the Association took on the challenge from a local Barbados cricket team at the famous Test ground, the Kensington Oval, Luddy, dressed immaculately in whites, took the field to help defend the honour of the CSA.

Presentations

Luddy Stewart introduced the idea of having technical presentations from experts not necessarily involved in shipping. And the Association grew in stature for the quality of speakers who came to its podium. In fact, at that very same New Orleans meeting in 1982, because

of Luddy's initiatives, the CSA was addressed by the eminent Dr. Kenneth Rattray on the then topical issue of The Law of the Sea. Dr. Rattray received a standing ovation from delegates for his delivery and the CSA was never the same again after New Orleans, 1982. The CSA had come of age.

The sterling contribution that Luddy has made to the Jamaican shipping industry is well known, but we in the CSA crave your understanding, yet ask no apology, in claiming Ludlow Anthony Stewart, fondly, as one of our great Presidents. 

THE SHIPPING ASSOCIATION OF JAMAICA

CONSOLIDATING GAINS MADE IN DEVELOPING HIGHLY SKILLED TERMINAL PERSONNEL

The year ended was one of great challenges for businesses in the Jamaican shipping industry. The Shipping Association of Jamaica (SAJ) was not spared. However, the SAJ focussed on its core mission: the recruitment, training and deployment of labour to the Port of Kingston.

“Without a doubt, in the year ahead, the SAJ will

According to Roger Hinds, the SAJ will focus on the provision of labour to the port of Kingston, the base on which the Association was formed in 1939.

POOL

“Last year, we commenced, on behalf of the Port Authority of Jamaica (PAJ) and Kingston Container Terminal (KCT), management of a pool of workers in the specialist

the reliance that is placed on us to perform the task of skilfully managing the deployment of increasingly new skills that go beyond the traditional lashing operations for which we have become known. The Association continues to provide highly skilled workers in operating equipment, from gantry cranes through straddle carriers to tractor/trailer heads,” Hinds adds.

Kingston Wharves, judged by the CSA as the Best Multi-Purpose Terminal in the Caribbean, has embarked upon a new project. Kingston Wharves recently concluded talks that resulted in publicity that it was the motor vehicle transshipment hub of the shipping line Hoegh. The Shipping Association of Jamaica responded by providing a skilled group of workers to enable the terminal to respond to the challenge that this new business brings.

SKILLED

“In order to supply the skilled labour in a changing environment, we will continue to focus our efforts on training,” Trevor Riley said. “Just recently, the Association participated in an exercise carried out by the Heart Trust/NTA (national training agency) to assess the readiness of the SAJ for the designation Approved Training Organisation (ATO). It is pleasing to note that the success of our training activity over the last

THE ASSOCIATION WILL CONTINUE TO DEVELOP ITS RELATIONSHIPS WITH ORGANISATIONS, WITHIN THE SHIPPING INDUSTRY

continue to reinvent itself, with a view to deepening our relevance to an industry which has come to rely on us to provide solutions that are beneficial to our members. In so doing, we hope to build on the success of many areas of our business,” says Roger Hinds, re-elected SAJ President at the end of the year, for a third term as President.

categories. We are proud to report that we have been able to deliver solutions that have assisted KCT to achieve its mandate of continued growth in transshipment.”

These specialists include equipment operators, stevedore co-ordinators, truck drivers, stacker operators and general workers.

“We value very highly

The Association’s General Manager Trevor Riley said: “As KCT continues to seek growth, the Shipping Association of Jamaica will maintain a strong dialogue with the terminal and with the Port Authority with a view to ensuring that we continue to be able to respond effectively to the reliance that is placed upon us.”

six years, culminated in this audit from National Council on Technical and Vocational Education and training (NCTVET)," he said. The SAJ President agrees.

"This puts in perspective the tremendous strides that the Association has made in modernising the training of its workforce and also in the selection process in which it has engaged to provide a more skilled set of workers with a mindset ready to work in the 21st century," said Roger Hinds.

The SAJ's President and General Manager were very upbeat about the role the Association can and should play in the local industry.

"Our vision remains that the terminals would deepen their reliance on the Shipping Association of Jamaica to meet their labour needs. This will come from a realisation

of the quality worker who has been groomed by the Association and provided to the port at the most cost-effective price, ensuring the most efficient execution of operations and assisting in the transformation of the industry in general."

CORE

He adds that while the SAJ is succeeding at its core, it has not lost sight of the tremendous opportunities that exist for the Association to continue to find relevance in several other areas in which we seek to serve our members.

As such, the Association will continue to develop its relationships with organisations, within the shipping industry and others. The SAJ is working to ensure that it remains one of the strong national bodies whose voices

are listened to and which are able to influence policy not just locally but also regionally.

COMMITTED TO IMPLEMENTATION OF ELECTRONIC TRADING PLATFORM

"The Association remains committed to the implementation of an electronic trading platform. We are pleased to report that the long awaited mapping exercise intended to lead to the issuing of a request for proposal (RFP), in respect of the port community system project, is now complete. The Association was fortunate to win the support of the United States Agency for International Development (USAID) which is funding the mapping exercise," the SAJ President said.

"We have taken our time to ensure the most effective,

the most powerful and most efficient method of achieving our objectives with regard

to the system. We intend for the solution that we develop to be one that is most ideally suited to our Jamaican situation," adds Hinds.

Stakeholders will meet and review the findings of the report, to ensure agreement with the outcome of the exercise, after which an RFP will be released to global vendors.

BACKBONE

"Technology is the backbone on which the port operates. The SAJ's subsidiary, Port Computer Services, has been making strides in this respect and has expanded its services to the Caribbean. We are pleased with the development of a new suite of software solutions and aim to continue in this regard," the SAJ President says, adding that the Association was happy with its successes last year. 



Roger Hinds (right), President of the Shipping Association of Jamaica (SAJ), expresses his gratitude to members of the Association during the 72nd Annual General Meeting of the SAJ. Members re-elected Hinds President for a third consecutive term. Also in the photograph is Trevor Riley, General Manager of the SAJ, and Denise Lyn Fatt, Chairman of the SAJ's Agents Committee.



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Dredging of Suriname River to boost trade

...expected to start in 2011

In a bid to boost the country's import and export trade, authorities in Suriname are now planning to move ahead with plans to dredge the channel to Suriname's main port.

When the idea came up in 2004 the Maritime Authority Suriname (MAS) partnered with mining multinationals BHP-Billiton and Suralco and the local oil company Staatsolie to dredge the Suriname River. However, the plan was hit by a setback when BHP-Billiton and Suralco abandoned the consortium after BHP-Billiton, due to the financial and economic crisis in 2008, terminated all bauxite operations in Suriname.

Priorities

Newly appointed minister of Transport, Communications and Tourism, Falisie Pinas, shortly after assuming office in August 2010 announced that the dredging project would be one of his priorities for the next years. At the opening of the XIth Meso-American and Caribbean Sea Hydrographic Commission Meeting in Paramaribo in November the cabinet minister renewed this pledge.

"The government of Suriname underscores the importance of hydrography for sustainable development. This means that there is an intrinsic link between hydrography, economic development and the protection of the marine environment. We are at the

eve of major projects that will boost the national economic development. I have received the renewed project from the MAS regarding the dredging of the Suriname river and the mouth of the Commewijne river. The necessary instructions will be provided to ensure execution of this project by December 2011. This project forms part of the policy of this administration for integrated port development", said minister Pinas.

Manager Director of the MAS, Michel Amafo, was very

pleased with the announcement. During his address he noted that the MAS had finalised the second phase of the project for the dredging of the Suriname River and the mouth of the Commewijne River. These are the primary commercial routes

"We urge the government to give us the necessary instructions to proceed with this project. As world trade volumes continue to expand and shipping traffic continues to grow, mariners will require faster, more efficient and cost-effective means of accessing relevant hydrographic information. The development of Electronic Nautical Charts (ENC) is one of our priorities", said the Managing Director.

Speaking to **Caribbean**

Maritime, Amafo noted that the channel is the bloodline of the Surinamese economy and a major asset to shipping companies and agencies as well to importers and exporters in Suriname.

"The first thing entrepreneurs will ask when doing business with Suriname, is 'how much freight can I carry'", he said.

Initially the objective was to dredge the complete channel starting at the mouth of the Suriname River to Suralco's Paranam harbour where

By Ivan Cairo

Director noticed that Staatsolie has pledged to invest US\$10 million in the project and it is expected that the Suriname government will also contribute to finance the project.

"I expect that it will be a combined financing by Staatsolie, the Surinamese government and the MAS," he said. In order to maintain the channel's depth after completion of the project the MAS will introduce a dredging fee that will facilitate

Necessary instructions will be provided to ensure execution by December 2011


bauxite is being shipped out of Suriname. The 'Suriname River Dredging Project' includes clearing the mouth of the Suriname River and the estuary of the Commewijne. Amafo explains that, contrary to popular belief, the Suriname River can accommodate large ships but due to the shallowness of the channel, can't be fully loaded. This results in higher costs to import and export. "The more goods and products you can ship in one time, the lower the costs", Amafo argued.

Amafo disclosed that at several locations where the water depth at low tide currently is 4.3 metres, with the dredging this will increase to 5.2 metres. Also the channel would be broadened from 90 metres to 120 metres. The Managing

dredging of the channel on a regular basis. Since a new bidding round for the project is scheduled Amafo was reluctant to disclose the estimated costs.

"At this time I can't disclose this figures since we will have to negotiate with potential contractors for the projects."

Study

In 2004 the MAS started with a feasibility study to dredge the Suriname River. The study regarding the 'Suriname River Dredging Project' were completed in May 2008. The bidding process which was being monitored by Lievense Consulting Engineers started in June 2008 but eventually the procedures were cancelled after BHP-Billiton and Suralco abandoned the consortium. 



SHIPPING ASSOCIATION OF TRINIDAD AND TOBAGO

NEW DIALOGUE; ADVOCACY FOR REFORMS

Like others, the Shipping Association of Trinidad and Tobago (SATT) is describing the year ahead as 'challenging'.

Training and development will continue to be a major area of focus and the Association planned to begin 2011 with a one-day seminar 'Shipping 202 – Players and Rules of the Game'. Its forerunner Shipping 101 – Shipping Fundamentals was successfully hosted in March 2010.

TRAINING AND DEVELOPMENT WILL CONTINUE TO BE A MAJOR AREA OF FOCUS

The Association will host its 74th Annual General Meeting in March 2011 and, apart from the business of electing a new Executive Council, and reporting to the membership on the major accomplishments and challenges of 2010, plans are being made to incorporate a Minis-

ters' forum. A number of Ministers with responsibility for the Maritime Sector will be invited to present brief remarks on their vision for the industry and respond to members' questions and/or concerns.

REFORM

According to a statement from SATT: "Our advocacy with respect to regulatory and institutional reform will be ramped up. Our Stakeholder Relations Committee, under the joint Chairmanship of

Ashley Taylor, President of PLIPDECO, and Ricardo Camps, Manager Operation at Caribbean Shipping Limited, will play an instrumental role in executing strategy in this regard. The major areas of focus will be Customs & Labour Reform and the establishment of the Maritime Authority.

"We will also continue to work with the Caribbean Shipping Association toward advancing the development of a Regional Information Portal – a project within the wider Regional Integrated Maritime Strategy (RIMS)."

PROJECTS

Other projects on which the SATT will be focused for 2011 include:

- Hosting of quarterly seminars or workshops
- Development of a membership recognition/awards programme
- Completion of the Membership Outreach programme
- Strengthening the Association's relationships with other local business organisations through outreach and collaboration. 

SOCIEDAD PORTUARIA REGIONAL DE CARTAGENA (SPRC) AND KINGSTON WHARVES LIMITED NAMED BEST MARINE TERMINALS

Barbados Transport Minister George Hutson (left) presents trophy for Best Multi-purpose Terminal to Kingston Wharves, Grantley Stephenson (1) and (6) Giovanni Benedetti of SPRC (left) receives trophy for Best Container Terminal, at the CSA's annual banquet in Montego Bay on the final day of the 40th Conference and Exhibition. The Colombian facility was named the Best Container Terminal. This is the fifth time that SPRC has taken the top container terminal award, having won in 2005, 2006, 2007 and 2009. Kingston Wharves previously won in 2006 and 2007.



1



2

3

CSA President Carlos Urriola handed out the sectional prizes. Four ports were honoured for outstanding achievement. Kingston Container Terminal received the award for Dependability (3); The Panamanian port of Cristobal received the award for Efficiency (2); Guadeloupe was awarded the prize for Growth and Development (5); and, St. Lucia Air and Sea Ports Authority was recognised for its Safety and Security programme and systems (4).



4 6



5



RIMS NOW: *Dawn of a New Beginning*

At the height of the global economic recession, the Caribbean Shipping Association (CSA) decided to focus on global economic developments and the effect on regional trade and the maritime industries while at the same time providing opportunities for the region to adopt an integrated regional approach to the challenges that will maximise future growth for all stakeholders.

By Clive Forbes*

During the course of the 9th Caribbean Shipping Executives Conference (CSEC) in Curaçao, May 2010, experts and regional (private sector) stakeholders from the cargo, cruise and luxury yacht sectors made significant contributions in considering, inter alia, the importance of a regional integrated maritime strategy, involving border control agencies, port authorities as well

- Trade facilitation: Trade community systems
- Customs integration
- Cruise tourism integration
- Maritime security integration

The RIMS 10 deliverables that were agreed are as follows:

- Deployment of an integrated Regional Maritime IT Platform that captures and disseminates timely, accurate and critical ocean cargo, cruise and luxury yacht information
- Roll out of an integrated Regional Customs platform that will facilitate trade and enhance border control
- Implementation of National Trade Community Systems.

different sub-groupings due to itinerary planning through co-operative marketing arrangements.

- develop and promote a year-round regional (Caribbean) cruise itinerary.
- create competitive co-operation among cruise destinations.
- develop regional standards for marine infrastructure, attractions and 'national parks'.
- develop co-operative training standards.
- promote a unified refit development programme.

• Identification and promotion of Regional Maritime Policy issues through regional/hemispheric institutions (CARICOM, OAS-CIP, ACS) that must be addressed by government agencies for a successful RIMS model

• Continuous capacity building in terms of training and development of the regional human capital and ports infrastructure to meet new and diverse demands

• Development of a Regional Cruising Permit programme

• Identification of source of funding for RIMS specific projects preferably through public-private partnerships (PPP).

Memorandum signed

As part of its commitment to implement at least one of the 10 deliverables starting in 2011, the Caribbean Shipping Association signed a Memorandum of Understanding (MOU) in October 2010 with SGS-CrimsonLogic to conduct a feasibility study to obtain all relevant information, data and processes for the design and successful deployment of an integrated regional maritime (cruise, cargo and luxury yacht) portal. This

The Caribbean Shipping Association is committed to providing the necessary tools to facilitate trade, improve competitiveness, offer business intelligence and facilitate growth

as regional and hemispheric organisations in partnership with regional private sector stakeholders, in improving the competitiveness and efficiency of the regional maritime sector.

The conference agreed that a RIMS (Regional Integrated Maritime Strategy) model is needed and one of the main objectives of the 9th CSEC was to identify 10 deliverables necessary for the effective implementation of the RIMS model for the Caribbean and Latin American region. Below are the five pillars of RIMS that the 10 deliverables are built on:

• Access to timely and accurate maritime information: Regional Maritime IT platform

• Harmonisation of Customs and Maritime Security Legislations

• Establishment of a formal mechanism for Maritime Security Information Sharing – Reactivate and/or leverage lessons learned from the successful staging of Cricket World Cup 2007.

• Creation of a Regional Cruise Organisation that will seek to:

- unify/harmonise cruising rules and regulations for the region.
- promote the region as a whole with its unique characteristics and

process will involve consultation forums with carriers, cruise lines, multilateral partners and other key stakeholders representing the shipping industry and the wider trade community (chambers of commerce, manufacturing, customs, immigration etc.). The output from these forums and feedback from strategic partners will form part of the final deliberation of the project team in deciding the scope and implementation phases of the regional maritime portal.

Some of the proposed modular functionalities of the CSA Regional Portal under consideration are:

- Data Interchange Platform
- Manifest Management Module
- Controlling Agency Module
- Port Gate Control and Trucking Management
- Port Management System (Ship Booking Module; etc)
- Maritime Authority Management System (Vessel Registry; etc)
- Cruise and Air Passenger Manifest
- Duty Free Management System
- Payments Module and E-Payment Gateway
- International Data Exchange Gateway
- Tracking and Tracing facilities
- Trade Information Portal.

It is envisioned that the feasibility study, which has already started, will be successfully completed by the end of the first quarter in 2011 and the roll-out of Phase 1 of the Regional Maritime Portal will commence thereafter. The Caribbean Shipping Association is committed to providing the necessary tools to facilitate trade, improve competitiveness, offer business intelligence and facilitate growth. It is against this background and as part of the CSA's RIMS model that every effort is being made to ensure that the deployment of the well needed Regional Maritime Portal is executed with the greatest care, consultation and critical engagement of its strategic partners. 

** Clive Forbes is the CSA's General Manager.*

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CRUCIAL WORKS PROJECT: NEW LOCK TAKES SHAPE IN 2011 *...concrete pouring begins*

Grupo Unidos por el Canal, S.A. (GUPCSA), the contractor for the design and construction of the Third Set of Locks in the Panama Canal Expansion Programme, is set to begin one of the project's most important and 'visual' stages. The concrete pouring, one of the most crucial stages of the expansion programme, was scheduled to start before the end of the first quarter of 2011.

Under this stage of the works, some 10,000 tons of steel rebar arrived in Rodman's Port of Singapore Authority installations on Panama's Pacific side. Offloading started on December 23. The rebar comes from the Mexican-based ArcelorMittal plant. Once offloaded, the material was transported to the contractor's yard on the Pacific

industrial park on the Pacific side, where the crushed basalt is transported on dump trucks to the dock on Cartagena North, where GUPCSA heavy equipment deposits the material on a conveyor that distributes it on board a test barge.

Two of the three phases that make up the Pacific industrial park main crusher have already been tested and calibrated and are currently in the production phase awaiting the beginning of concrete pouring activities.

CRUSHING

Each of the main crusher's three production lines has sufficient installed capacity for crushing 1,100 tons of basalt per hour. By the end of 2010, 1.3 million cubic metres of basalt had been excavated and accumulated in the yard, reaching a height of nearly 30 metres,


INSTALLATION WILL ENABLE RECEPTION OF THE HARD ROCK COMING FROM THE PACIFIC SIDE

side. The steel rebar will be used to reinforce the concrete on walls, lockheads, valve recesses and approach structures in the new Post-Panamax locks.

COMPLETION

The completion of the new dock for the shipping of aggregates at the Atlantic industrial park is another important feature for the execution of concrete-pouring activities. The installation will enable reception of the hard rock coming from the Pacific side, with more than five million tons of basalt that will be used as concrete aggregate to be disembarked at this dock. The aggregate shipping operation originates at the

the equivalent to a 10-story building. Once the testing stage was completed, full basalt crushing and transportation production was scheduled to begin around the end of January 2011 when the permanent 8,000 ton capacity barge arrived in Panama from China. The barge will then be scheduled to conduct a daily trip to the Atlantic side.

As the barge arrives at the Atlantic industrial park dock, heavy equipment will unload the basalt that will be transported on dump trucks to the yard. The material will then be distributed to either undergo the next two crushing phases or await the beginning of concrete mixing operations .



Each of the main crusher's three production lines has sufficient installed capacity for crushing 1,100 tons of basalt per hour.



The new dock at the Atlantic industrial park will have the capacity to receive more than five million tons of basalt, used as concrete aggregate.



The concrete pouring at the Third Set of Locks will start in the first quarter of 2011.

Over 200 graduate from CMI

Over 200 students, including 50 of the Officer class, recently celebrated the completion of their studies at the Caribbean Maritime Institute's 30th annual graduation ceremony.

The ceremony, which took place on November 11 at the

Jamaica Conference Centre, had officers who completed Phase III level in Marine Engineering and Navigational Studies respectively, as well as graduates who completed studies at the undergraduate level, in Shipping and Industrial Systems Engineering as well as Diplomas and

Associate Degrees in both disciplines.

GROWTH

Executive Director of the CMI, Fritz Pinnock, spoke to the growth of the Institution of the years and acknowledged an extensive list of companies and individuals from Jamaica and the region who have consistently supported the CMI with financial and other resources.

Bringing greetings was the Minister of Transport and Works, L. Michael Henry, under whose Ministry the

CMI falls. Guest speaker for the occasion was the distinguished Professor Compton Bourne, Executive Director of the Caribbean Development Bank. Special guests at the ceremony were Belgian Ambassador Frederic Meurice and Canadian High Commissioner, Stephen Hallihan and his family.

BURSARIES

Sea Freight Shipping Agency awarded bursaries for leadership totalling US\$6000 to four CMI students during the graduation exercise. 

SEA FREIGHT SHIPPING AGENCY AWARDED BURSARIES FOR LEADERSHIP TO FOUR CMI STUDENTS DURING THE GRADUATION EXERCISE



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PORT OF PORT OF SPAIN

NEW CONTAINER MANAGEMENT SYSTEM IN 2011

The Port of Port of Spain plans to upgrade its equipment fleet. Sixteen new trailers and two empty equipment handlers will be added. A new container management system will come on stream in mid-2011. The new Navis system will replace the CTMS presently in use.

Due to success in attaining higher volumes, it was necessary to demolish Shed 9 and turn it into container storage space. The process, started in mid-2010, will be completed in 2011. This paved area will provide additional storage space for future container traffic, with a capacity for holding approximately 2,000 teu of stacked containers. This is equivalent to extra capacity throughput of 60,000 teu per annum.

Other activities expected in the year ahead:

- The Union and the Port of Port of Spain (PPOS) plan continued training for employees so as to increase safety and productivity on the terminal
- Discussions about a new fifth STS crane
- Introduction of new working practices

- Discussions about possible implementation of the ISO 140001 programme.

- Participation in the government's IT initiative SEW (Single Electronic Window) and the Custom's ASYCUDA programme – both of which will enhance the efficiency of PPOS operations

PPOS. In the same year, again due to the global recession, domestic market share was substantially down from 55% in 2008 to 40% in 2009. Additionally, traffic of vehicles showed a decrease of approximately 50%. The CSAV line also returned to Trinidad with a Eurosal service, as well as a new feeder service

THE DOMESTIC MARKET BOUNCED BACK TO 2008 LEVELS IN THE LATTER HALF OF 2010

With the change in government in May 2010, a new PPOS Board was expected to be installed before the start of the new year – and direction and a mandate will be given to the Port for future strategy and action. Additionally, the overall outlook for trading volumes is forecast to show a modest increase, as world trade is still recovering positively.


THE RECENT PAST – WHAT WAS ACHIEVED, WHAT WAS NOT

In 2009, against all odds in light of the economic downturn, PPOS handled over 401,000 teu. The major share was transhipment of 58% – due to the lines recognising the potential of

implemented by Hamburg Sud.

The domestic market bounced back to 2008 levels in the latter half of 2010. Transhipment levels, however, dropped off slightly for 2010, producing an annual volume of 395,000 teu.

As regards equipment, only six new Terberg trucks were acquired and added to a twelve strong fleet.

This year also brought the arrival of even larger vessels at the Port of Port of Spain, with the CMA/CGM Orca – a 294 metre vessel with a capacity of 5500 teu – calling on August 5, 2010. Since then, similar sized vessels have been calling at PPOS almost weekly. 

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the official journal of the Caribbean Shipping Association.

An aerial photograph of a port in Guadeloupe. In the foreground, a large cruise ship with a blue and white hull is docked at a pier. To its right, a large white container ship is also docked. The port area is filled with various buildings, including a large industrial facility with several tall chimneys and storage tanks. The water is a deep blue-green color. In the background, there are more buildings and a small island in the distance.

Caribbean Maritime

» **InDepth**

A closer look at
» **Guadeloupe**



Managing the logistics chain through its cargo community system

By Sabine Dorrifourt
CLOVIS Project manager

Anyone engaged in the business of import/export will be familiar with the number of agencies involved in the processing of goods, whether containerised or not. Facilitation, security and traceability are the key strategic words for customs.

In 2000, the Port and Maritime Association of Guadeloupe (UMEP) launched a project to integrate and synchronise all the procedures, processes, workflow; creating the first Cargo Community System in the Caribbean.

The project was managed by Michele Montantin, CEO of CEIBA and now president of UMEP. When you ask Michele how she did it, she proudly answers: "... it was only possible through a public-private partnership. All stakeholders have been involved from the beginning of the project."

This Single Window enables all stakeholders including the port authority, customs administration, customs brokers, freight forwarders, stevedores, truckers, maritime agencies and maritime companies as well as phytosanitary and other

public agencies to facilitate and secure trade. The objective is to enhance the port community productivity while allowing security, safety and optimising the processes. While managing a cargo was taking two weeks before the implementation of the system, it is now taking a few hours due to the anticipation of procedures.

Manifests

CEIBA receives the electronic manifests four days before the arrival of the vessel and makes the data available to all stakeholders.

CEIBA has successfully conducted the implementation of the platform on the port of Jarry and has acquired real competences in the leadership and change management skills in the area of implementing single window systems.

Information technology system puts Guadeloupe on the lead in the Caribbean

With its partner SOGET from Le Havre – France, CEIBA is proposing to its clients IT solutions in response to the new USA and EU Customs regulations such as the

In 2000, the Port and Maritime Association of Guadeloupe (UMEP) launched a project to integrate and synchronise all the procedures, processes, workflow; creating the first Cargo Community System in the Caribbean

24-hour-rule, CSI (Container Security Initiative), C-TPAT, AEO, enabling stakeholders to develop, enhance and maintain effective security processes through the logistic chain.

Through this technology, Guadeloupe is participating in the construction of a highly competitive Caribbean Maritime Hub. The hub will help to achieve common economic objectives and contribute to the research of economies of scale and alternatives capable to sustain customs to customs alliances.

The project was initially co-financed through European funds. The technology deployed in Guadeloupe is at the same level of safety and traceability as the principal ports of France.



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E-Government to improve maritime transportation

By Michele Montantin

When the Clovis project was launched, I was far from thinking how much this project was part of an innovative vision of public-private partnership and a framework for business exchanges in the Caribbean.

During the deployment of the project in the Caribbean, we identified several obstacles which were not surprising to us since we were pioneering a private-public partnership in the management of all import and export procedures.

In 1999, when the Port and Maritime Association of Guadeloupe decided to bring

together the port community around a common tool, this idea was perceived to be very difficult to achieve, since the need of the private and the public sector were perceived to be quite different. Furthermore, the implementation of a Cargo Community System had caused some doubt in the private sector.

The main difficulty was therefore to create an alliance between the private and the public sector and to make all the stakeholders work together.

The reason for Guadeloupe's success in creating the first CCS hub in the Carib-

bean, is the strong partnership with SOGET from Le Havre where the first CCS was built 30 years ago.

Revolution

The trigger of this cyber revolution was that it allowed the possibility for customs brokers to make declarations on line, in the French Customs Systems, the SOFI systems. At this point the Port and Maritime Association of Le Havre decided to create a real synergy between all the stakeholders, in order to manage all the documents and the logistic procedures.

The objective was to put an end to some long standing paper-based practices, stamp power and bicycle procedures. At the same time the other stakeholders of the supply chain had already moved towards computerised operations.

Increase

With the increase in computer and internet access, citizens and firms were able to proceed with many administrative procedures on line through e-government systems, also called cyber administration. The countries and their government were able to collect taxes and duties, allowing access to their services, while reducing their operational costs by providing on-line services. Those paperless procedures were a true revolution in the relationship between government, people and firms. In Guadeloupe, we pay our taxes, fines for traffic violations, VAT, and other charges

on line. We have access to our social welfare files and we can check all social payments and health insurance.

In the port and maritime area, the e-government is recognised by the customs system DELTA. Like other systems being implemented in the region such as ASYCUDA, Delta offers customs and customs brokers some particularly effective tools. The private sector, including the maritime companies, customs brokers, freight forwarders, consolidators, shipping

With the increase of computer and internet access, citizens and firms were able to proceed with many administrative procedures on line through e-government systems also called cyber administration

agents, CFS, had also developed computerised systems to manage their operations.

The AP+ application, orchestrates, organises and allows for total paperless procedures and documents necessary for the management of import and export merchandise. The AP+ platform is interfaced with all those IT systems in agreement with customs.

The added value of a CCS is to enable customs to obtain a complete traceability of all the actions regarding the management of the import and export goods, in real time.

The platform enables a responsible relationship and collaboration between all stakeholders of the supply chain under the control of customs, who represent the public sector. Each stakeholder has access to his own data when needed in the entire process. Only customs can see everything. Only the authorised data are shared through the systems procedures.

The AP+ CCS represents a vision based on public-private partnership, transparency and best practices to ensure total

traceability of all procedures in which the authorised and coded users have access.

This type of collaboration between the private and the public sector can therefore put an end to some procedures that were perceived as essential when the notion of traceability did not exist. In any case, at this level of collaboration, all stakeholders in the supply chain are concerned with change. Managing change is therefore an important concern for all in the deployment of CCS solutions.

Michele Montantin is CEIBA's CEO

UMEP

Guadeloupe

PORT AND MARITIME ASSOCIATION OF GUADELOUPE



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SOGET SA, a world leader in Cargo Community System and Port Single Window

Headquartered in Le Havre, France, SOGET is the leading Port Single Window (PSW) and Cargo Community System (CCS) provider in France with operations in the Caribbean and Africa. SOGET is a public-private partnership between the Port Community of Le Havre, the Port of Le Havre Authority and French Customs.

CCS AP+ is an electronic single window which optimises, aggregates, automates, orchestrates and secures the supply chain: the public and private business processes for cargo stake holders of the port and airport communities.

Live

Prevalent in the West Indies, SOGET deployed Ademar+ CCS in Port of Jarry, Guadeloupe in 2002, and CCS AP+ went live also in Guadeloupe, in 2008. CEIBA is SOGET's regional partner for CCS AP+ and provide users' training, assistance and implementation support.

Along with CEIBA, SOGET is a member of the CLOVIS (Caribbean Laboratory for Open and Value-Added Information Systems) initiative, providing data exchanges within the Caribbean region, in order to increase the economic trade productivity of the islands and improve their capacity to respond to various threats and opportunities due to globalisation. CLOVIS aims to provide situational analysis for the deployment of port and maritime

In September 2010, SOGET, along with other European PCS operators, created the European Port Community Systems Association (EPCSA) based in Brussels

hubs in the Caribbean area. St Lucia, Dominica and Jamaica have already signed a Memorandum of Understanding for CLOVIS capacity building.

Through its Port Single Window, SOGET provides solutions to assist in meeting the

requirements of new customs and international trade regulations, such as SOGET ICS, which concerns the new European Import Control System (ICS). SOGET ICS supports the electronic data interchanges of ICS security messages between operators and the 27 EU Customs administrations.

In September 2010, SOGET, along with other European PCS operators, created the European Port Community Systems

Association (EPCSA) based in Brussels. The EPCSA's mission is to influence public policy at the European Union level in order to achieve e-logistics throughout all European ports, acting as a key promoter within the EU maritime, shipping and logistics industry.

Since 2007, SOGET and Bureau Veritas, a world leader in compliance assessment and certification services and a major player in trade facilitation services, have partnered on a number of projects. SOGET and Bureau Veritas launched a new service for the Port Community System/Port Single Window Concession at the Caribbean Shipping Association 2010 conference in Montego Bay. On November 20, 2010, the Government of the Republic of Benin granted the SOGET/Bureau Veritas consortium a 10-year concession for the implementation and operation of the Port Single Window of Cotonou. The PSW will be implemented in Benin starting in 2011.





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Guadeloupe : Your stepping stone for shipping in the Caribbean

In the heart of the French Antilles, the Guadeloupe Port Authority (PAG) offers Europe/Americas/Asia shipping lines an ideal redistribution facility that is reliable, modern and safe, in line with ISPS standards.

With its major container terminal project, PAG will make available to shipping companies improved facilities designed to optimize their transhipment operations:

- a draught increased to 15 metres;
- more than 1 M TEUs in handling capacity;
- installations capable of withstanding major earthquakes;
- state-of-the-art equipment (4 additional post-Panamax gantry cranes with twin-lift and tandem-lift functions, straddle carriers, etc.);
- a free zone logistics facility adjoining the Terminal, generating high added value...



GADELOUPE
PORT AUTHORITY

**LAST TERM 2011,
TENDERING FOR
TERMINAL CONCESSION**



CARIBBEAN CABOTAGE AND SHORT SEA SHIPPING

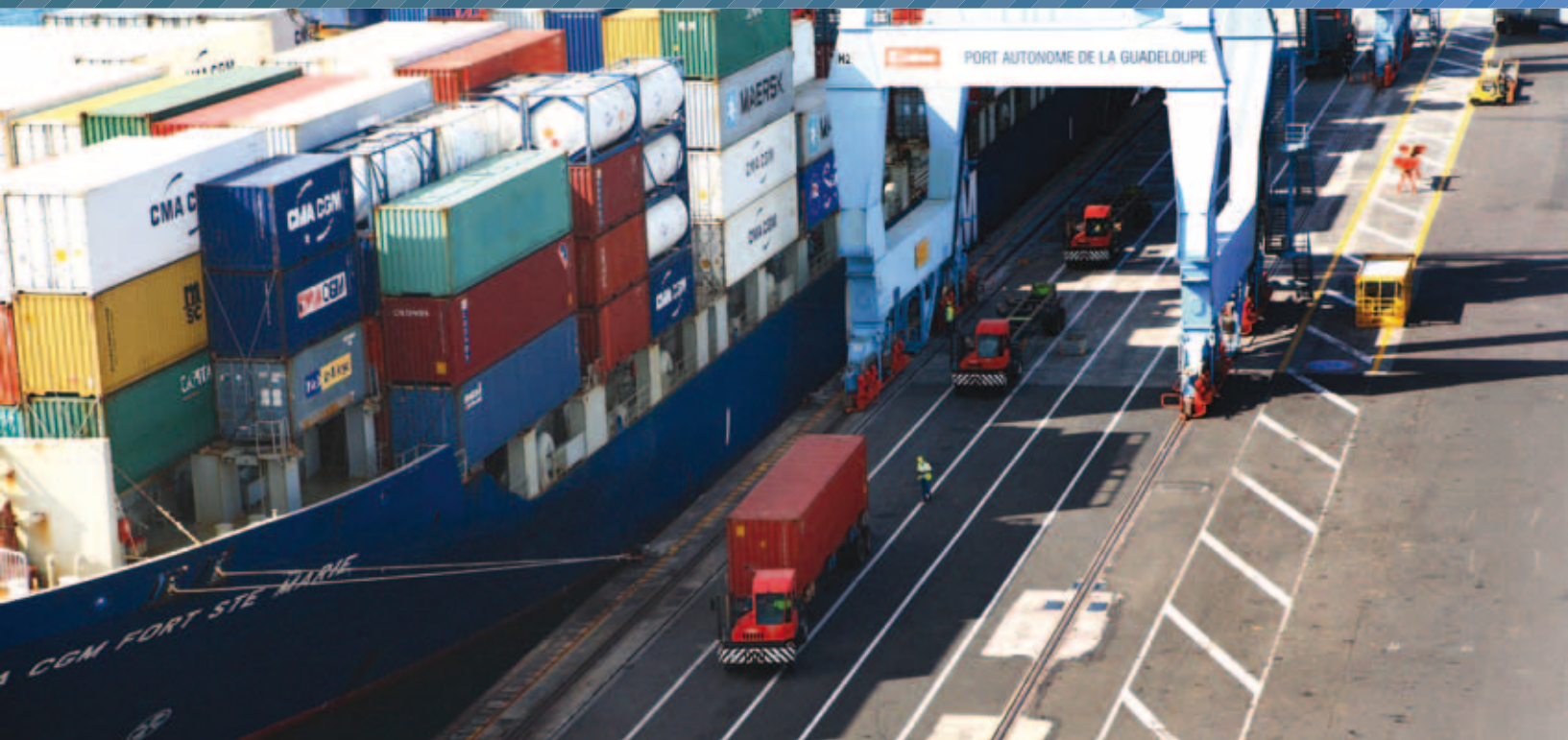
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New container terminal the priority project

The Port Authority of Guadeloupe has made the container terminal its priority developmental project.

The container terminal project was developed following analyses of the evolution of world maritime transport. On the one hand there is unprecedented vessel movement with a limited number of ports of call, and, on the other hand, by the reconfiguration of the main routes, induced by the expansion of the Panama Canal.

The PAG has declared an ambition to position itself by 2015 as the Lesser Antilles hub for containerised transport. This strategy imposes change and a reconfiguration of the current installations, now close to saturation.

Phase 1 of the project includes the dredging of 350 metres of quay, with a

draught of 15 metres; and, the development of 25 hectares of platforms. This new terminal will give Guadeloupe the capability to handle 540,000 teu per year. With the new class D quays, Guadeloupe could guarantee continuity of supply in the event of a major earthquake.

The studies carried out in 2009 show that this project offers additional development potential. In a second phase, there

The Port Authority of Guadeloupe has declared an ambition to position itself by 2015 as the Lesser Antilles' hub for containerised transport

is potential to construct and develop 350 metres of new quays (for a total linear development of 1,300 metres) and 15 hectares of additional terminal for a total

surface area of 52 hectares; as well as the deepening of the draught to 16 metres.

Capacity

Altogether, the capacity of the new container terminal would be over 1 million teu per year.

Last year, 2010 was quite a crucial year for this great project. The year was devoted

to the furthering of the studies. This year, 2011 will see preparations for a public consultation and the launching of the international call to projects.



Guadeloupe Port Authority's commitment to environmental responsibility

Careful preservation of the environment is at the heart of development strategies of the Port Authority of Guadeloupe. It is how the PAG sees its future.

Since November 2008, the PAG has been implementing an ambitious, eco-responsible development programme costing €500,000 over three years, thus evidencing its commitment to the environmental protection of Guadeloupe. The programme is structured around nine main orientations:

- Corporate sponsorship for initiatives aimed at protecting the environment
- Aid for tourism-related development
- The re-establishment of water circulation within the Petit Cul de Sac Marin
- Underwater archaeology
- The development of marine renewable energies
- The search for storage and treatment solutions for building and civil engineering demolition by-products and dredged materials
- The protection of the coral reef
- The conservation of Jarry's natural areas
- Aid for university research (under the terms of its partnership with the University of the Antilles & Guyana).

PAG provides €151,386 in financing for three doctoral research theses, the subjects of which contribute to the advancement of the development values mentioned above).

In 2009, PAG undertook its first carbon impact assessment in order to calculate the total amount of greenhouse gas emissions generated by the Port's activities and to



determine its room for manoeuvre in the short term and in the long term.

Giving added value to its own real estate property, PAG makes available its 44,000 square metres of warehouse roofing at Pointe à Pitre and at Jarry, thus offering private-sector operators the chance to produce photovoltaic solar energy for supply to the general electricity network. These installations will enable the amount of CO₂ discharged into the atmosphere to be reduced by 71,000 tonnes of CO₂ over the next 20 years and will provide 1,700 homes (or 5,000 persons) with electricity.

Sensitive to the problems faced by Guadeloupe in processing its inert waste, PAG has committed to an innovative and sustainable process of waste utilisation by

building an inert waste storage facility and a crushing station. The recycled materials will then be used as fill in the future construction work to extend the port facilities.

Since November 2008, the Port Authority of Guadeloupe has been implementing an ambitious, eco-responsible development programme costing €500,000

The findings of the initial land and marine environment status assessment carried out as part of the major container terminal project characterise the area concerned

as a site with a moderate to low environmental factor as regards the filling area and as having a nil environmental factor as regards the fairway. However, as part of this project, PAG is undertaking to put in place environmental impact mitiga-

tion measures in line with the scope of the project, in close collaboration both with the public environmental protection bodies and with ecology interest groups.

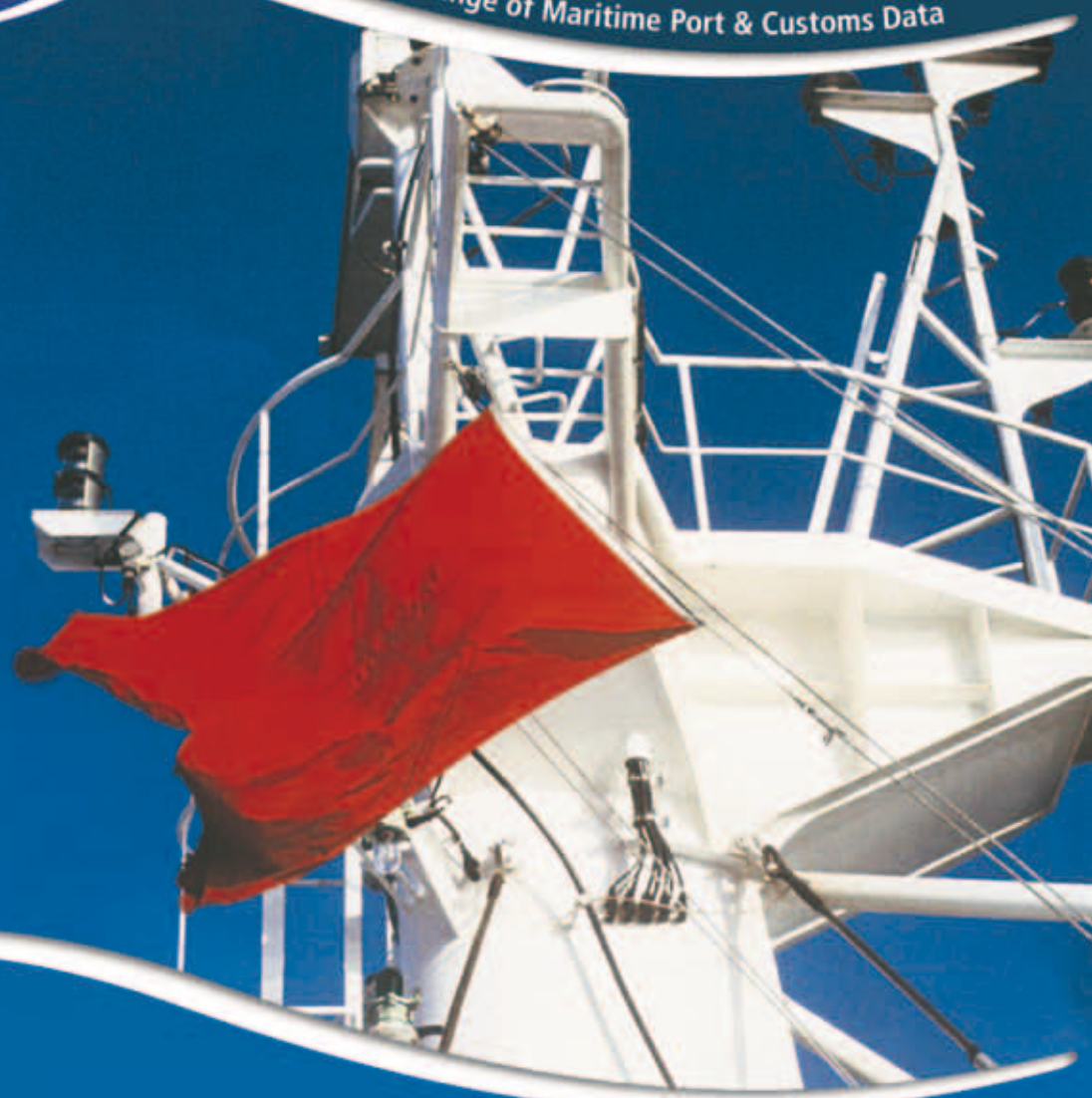
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Guadeloupe maritime cluster

This is an initiative from UMEP, port and maritime association of Guadeloupe

UMEP, Port and Maritime Association of Guadeloupe, established to unite the professionals of the port and maritime community of Guadeloupe, has been responsible for the past 25 years for co-ordinating the community, facilitating meetings and acting as a spokesperson for the expectation of its members. Now a privileged partner of the port authority of Guadeloupe, French customs, National Park of Guadeloupe, Maritime Affairs, UMEP has decided to initiate the creation of the Maritime Cluster of Guadeloupe.

Following the model of the French Maritime Cluster, the Maritime Cluster of

Guadeloupe will bring together all professions working in the sea, with the sea and for the sea (fishing industry, port, stevedores, customs administration, maritime affairs, shipbuilding industry, university research, marine biology industry, offshore, maritime companies, marine energy and marine technology.

Importance

The importance and relevance of the Guadeloupe Maritime Cluster are:

The environment: Maritime transportation is by far one of the most environmentally friendly and uses less energy than other modes of transportation. The protection of the sea plays an important role in future development and future economic



growth. It is also essential to ensure a competitive advantage through better management of sea resources.

Capability: Lobbying organisation on specific matters such as:

- Integrated maritime policy
- The maritime economy and potential investment
- The understanding of the maritime environment
- Exploiting the riches of the sea
- Technological development in marine industry and risk management
- European and international coordination
- Coast guard services development
- Fishing industry

Communication: Communication with the public, government or deciding institutions on general or specific subjects to highlight the achievement of its members, to promote their activities and defend their position.

Following the model of the French Maritime Cluster, the Maritime Cluster of Guadeloupe will bring together all the professions



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Cargo Community System

Single Window

Interoperability

Competitiveness

Optimization

Logistics

e-customs



QR Code



A number of special events took place during the CSA's 40th AGM in Montego Bay, October 11, 2010



1

1: Jamaica's Minister of Transport and Works, Michael Henry, signs Memorandum of Understanding between Jamaica Customs Department and Customs Brokers and Freight Forwarders Association for the delivery of a degree BSc in Customs Processes & Immigration. Others in photo are (left to right) Fritz Pinnock, Executive Director, Caribbean Maritime Institute (CMI); Clive Forbes, CSA General Manager; Grantley Stephenson, CSA Vice President.



2

2: Danville Walker, Jamaica's Commissioner of Customs (left); Fritz Pinnock (centre), Executive Director of the CMI and Donovan Wignall, President of Customs Brokers & Freight Forwarders Association of Jamaica, pose for camera after signing of MOU between Jamaica Customs Department & Customs Brokers & Freight Forwarders Association, for delivery of a BSc Customs Processes & Immigration degree.



3

3: CSA SIGNS MOU WITH CRIMSON LOGIC-SGS (Societe Generale de Surveillance): President Carlos Urriola (2nd left) signs MOU with CrimsonLogic on the occasion of the 40th AGM of the CSA in Montego Bay, October 11, 2010. CSA Vice President Grantley Stephenson (seated right) and General Manager Clive Forbes (seated left) were the other CSA members at the signing ceremony. Signing for CrimsonLogic-SGS was Roger Kamgaing, Vice President Government and Institutions Services (GIS) SGS. Witnessing the signing (standing l - r) are Gonzalo Cazenave, Promotion Manager Latin America & Caribbean SGS; Eihelbert Brown, Managing Director SGS Supervise Jamaica Ltd. and Naveen Bhat, Regional Director CrimsonLogic.

4: CSA'S illustrious Past President Ludlow 'Luddy' Stewart raises his citation high on October 11, 2010, in a final farewell to the CSA after more than 30 years of service and guidance. He died in December. (See story on Page 5.)

- Mike Jarrett photos



4

CSA photo

PORT OF CARTAGENA PLANNING FURTHER DEVELOPMENT

Boosted by world trade dynamics, the reduction of commercial barriers and the unstoppable development of information technology (IT), globalisation has effectively redefined the transport and logistics chain infrastructure. This has allowed the development of transshipment hubs that stimulate economic growth and generate employment opportunities.

Last year was an encouraging one for the Port of Cartagena. It chalked up a 24% increase over 2009 in teu handled. It was named Best Container Terminal for the fifth time by the Caribbean Ship-

ping Association. It also gained a world ranking of 79 on the top 100 ports.

In the year ahead, Cartagena is planning further developments that will take it closer to completing its 2014 Master Plan Development, once the Panama Canal expansion has been completed.

THE PORT AS A HUB

The Port of Cartagena holds two of the largest and most efficient container terminals in the Caribbean. By combining strategic location, efficiency and productivity, it has become the preferred facility for industry leaders.

The port operates as the logistics and

transshipment distribution centre (hub) for five of the world's largest shipping companies, which use the port for an intercontinental transfer of the cargo handled by them. By reducing transport costs and time, it is a win-win situation for both suppliers and buyers.

In order to reach this level, after almost two decades of leading the port and maritime business, the general management has been making significant changes and improvements that allow Cartagena to:

- Upgrade its port facilities in order to be considered state-of-the-art worldwide.
- Invest in specialised container handling equipment and the most advanced information and telecommunications technology (ICT).
- Adjust cruise facilities to ensure optimal service for both tourists and ships.
- Enhance the skills of those involved in port operations, including personnel working for companies providing services within the terminals of Contecar and Manga.
- Offer training to those who provide services related to the cruise ship business, including taxi drivers and tourist guides.

CONNECTIVITY

With more than 30 shipping lines calling at the container terminal, multiple routes and frequencies are guaranteed



to ensure rapid and effective cargo transfer. The Port of Cartagena offers access to 589 ports in 136 countries around the world.

The SPRC terminals have direct access to the national road network. In addition, the port routes containers on barges hauled by tugs up the Magdalena River, the most important waterway in the country.

PRODUCTIVITY

With more than 80 moves per hour at its two terminals, the Port of Cartagena receives 166 container ships and handles close to 107,000 teu each month. The volume of containers handled is increasing. It is important to highlight that the port handled 1,064,105 teu in 2008, while in 2009 it peaked at 1,237,873 teu. It currently has an annual handling capacity of 1,450,000 teu.

SECURITY

Cartagena, one of the safest ports in the Caribbean, uses modern technology to prevent the smuggling of weapons and explosives as well as illegal drug trafficking. The entire port community, including shipping lines, fully relies on the port's security and safety procedures.

One of the main advantages of the Port of Cartagena is its information system based in real time – the first of its kind in Colombia. It guarantees Customs and security services instant access to the most important information about cargo operations.

CONTECAR: THE HUB OF THE CARIBBEAN

The organisation's goal is to transform Contecar into the main distribution, logistics and transshipment centre in the Caribbean. In the future, Contecar should be able to cope with a volume of 2.3 million teu annually and receive the NPX ships (New Panamax), which are 386 metres long, 49 metres wide, 50 ft in draught and have a capacity of 12,000 teu. These huge ships will cross the new Panama Canal locks. This mega project requires an expansion programme divided into stages and

demands an investment close to US\$600 million.

Contecar's plans include extending the marginal dock to 1,000 metres, installing 12 Super Post-Panamax gantry cranes, 48 RTGs, 12 reach stackers and 90 yard trucks. With this equipment, the terminal will have 40,000 slots of full containers (30 acres), 10,000 slots for empty containers and a 10-acre depot, plus 576 plugs for reefer containers.

Therefore, the port has invested in modern information technology and telecommunications infrastructure (ICT), in order to integrate control and productivity standards of both terminals and achieve a combined annual capacity of 3.7 million teu.

THE MAIN GATE OF COLOMBIAN FOREIGN TRADE

Since the day it was founded and precisely because it is strategically located in the Caribbean, Cartagena was chosen by the Spanish colonists as the main port of the so-called New World. Over time, the city's geographical advantage has been crucial as the Port of Cartagena continues to stand as Colombia's main sea gate, handling approximately 40% of the imports and 50% of the national exports of domestic containerised cargo.

The port-city has had a lasting impact on Colombia's foreign trade. Also, while still growing, it is exploring new opportunities in trade, industry and tourism. During recent years, there has



been international interest in Cartagena. The city has been offering incentives to investors. It has forged an industrial cluster with worldwide connections. Its industrial potential is currently benefiting from a significant industrial investment of more than USD12,000 million, distributed among various projects.

Besides serving Colombia's most important industrial complex and having a unique location, the Port of Cartagena offers important advantages for transshipment activities in the Caribbean: vanguard infrastructure, high productivity and short dock times. And the constant optimisation of its processes and strict security measures guarantee an

WITH MORE THAN 80 MOVES PER HOUR AT ITS TWO TERMINALS, THE PORT OF CARTAGENA RECEIVES 166 CONTAINER SHIPS AND HANDLES CLOSE TO 107,000 TEU EACH MONTH

increase in domestic and transshipment volumes, justifying greater ship calls, scale economies and lower freight rates.

With the growth in demand for services (in the Caribbean Basin it is expected an additional 20 million teu in the next 13 years), Cartagena will become an important hub supported by its connectivity and productivity gains. 

Risk Management Programmes protect organisations

In today's economic uncertainty, organisations are best advised to focus on avoiding unnecessary risks. Reducing or eliminating risk can be planned. Yet, risk management is an area that is often ignored, perhaps because it involves time, effort and costs.

Most operations fail to acknowledge the benefits that a Risk Management Programme offers. It is a plan designed, with established practices and procedures, specifically for an operation, that identifies inefficiencies and hazardous conditions as well as alternatives on how to eliminate or minimise them.

It does not matter how large or small an organisation is, all activities involve internal and external risks. These can lead to losses of thousands or even millions of dollars and in some situations can put a company out of business. The fact is that such losses are unplanned. They may be caused by human error, equipment failure or other external events. They can negatively impact the national economy; threaten human

It does not matter how large or small an organisation is, all activities involve internal and external risks

safety and health; and even damage or pollute the environment with disastrous effect. However, they are frequently preceded by events or occurrences that can be detected, corrected and effectively managed through a well established Risk Management Programme.

Levels of exposure to devastating losses can be controlled. The mecha-

nisms required for such control and the costs of actually implementing them will differ from one organisation to the next. Some operations can afford safety committees; a staff of loss prevention engineers; a full time risk manager; and, all types of sophisticated measures to handle liability exposure. Others must do the best they can with available resources, including the services provided by some insurance companies such as comprehensive risk assessment and loss prevention. Although not always included in an insurance policy, it may be less expensive than hiring a Risk Management consultant.

PRINCIPLES

There are standard principles and guidelines for risk management that can be adapted to fit an operation. The four basic areas of review are: liability, property, employees and income.

The person designated to implement the Risk Management Programme will need to dedicate a good portion of their schedule and resources to putting the

plan into action. The design and implementation of a plan and framework must take into account all the varying needs of the particular organisation – its defined objectives, context, structure, operations, processes, functions, projects, products, services, or assets and specific practices employed. The use of an independent adjuster to conduct

a thorough review and inspection of an operation is paramount.

Two elements of a risk management plan are risk control and risk financing. Simply put, risk control is intended to prevent losses from occurring or to reduce the severity of losses that actually do occur. Risk financing provides ways of paying for the losses that do occur.

In risk control, it is important to identify significant hazards. This involves identifying exposures, maintaining full details of historical loss information, and always making sure the communication between management and subordinates is clear and concise.

RISK CONTROL TECHNIQUES

There are various risk control techniques. One such is **Exposure Avoidance**. The strategy is based on the fact that one certain way to control a loss exposure is consciously choosing not to assume it. Although exposure avoidance can be effective, it is frequently an unrealistic option because it can eliminate revenue-producing assets or activities.

Loss Prevention and Loss Reduction (the preferred method) is another measure that reduces the frequency (number of occurrences) of a particular loss. With loss prevention, some losses may still occur unlike exposure avoidance which totally avoids or eliminates the exposure and therefore the loss probability.

MEASURE

Loss reduction is any measure that reduces the severity (size) of losses that occur. In practice, a risk control measure may provide both loss prevention and loss reduction. For example, wearing safety gear to perform certain activities may (in some cases) completely prevent

injuries from occurring. However, it may only lessen the severity in other instances.

Segregation of exposure units simply means to separate/spread a risk to minimise the exposure should a loss occur. Here is a simple example that will illustrate this technique: There are 50 passengers that need to be transported. Instead of using one bus, several are used and smaller groups are transported. If there is an accident, not all will be affected.

In comparison, most risk control measures undertaken are either loss prevention or loss reduction. Avoidance is seldom feasible because it involves the avoidance or elimination of property or activities that may be essential to the organisation's existence. Similarly, segregation of exposure units is rarely used because it would often require abrupt changes in operation to accommodate a particular circumstance

As mentioned earlier, risk financing allows for ways to handle the cost of a loss. The most common method is through an insurance policy. The policy is a contract stating that the insurer will pay for losses up to a specified sum of money, under certain conditions. Therefore, it is essential to understand what is being purchased and who (i.e. which insurance company) is guaranteeing the payment. Organisations need to pay close attention to policy exclusions. A comprehensive policy offers the convenience of insuring a number of risks under one policy but there will be exclusions. An excluded coverage can generally be insured separately, if required.

Other items to consider are the amount of the deductible or self-insured retention, the limit of liability and any special conditions or warranties.

As a final point on insurance policies, an organisation should always consider the financial consequences of a possible loss before reducing proper coverage in exchange for a lower premium. Instead, look for alternatives such as the use of a 'hold harmless agreement', and or requiring sub-contractors to provide insurance that will list the organisation on the policy as an additional insured. The liability

exposure is transferred to another party thereby eliminating the need for coverage.

Being prepared before a loss/claim occurs can influence the final outcome significantly. Risk Management Programmes should not only address how to prevent and/or minimise a loss and the resources to finance a loss but also what measures and/or actions need to be followed in the event of a loss.

POINTS TO CONSIDER

Here are some key action points to consider:

- Appoint a person or a team to take control and implement loss management procedures.
- Address physical consequences. When a loss has occurred, the organisation's objective is to minimise the severity of the loss by taking prompt action, as required.
- Conduct a full investigation of the accident. Make sure a full accident report is completed with detailed information of the incident.
- If someone gets hurt have emergency care procedures in place. Immediate first aid medical attention should be provided.
- Provide transportation to and from the medical facilities while treatment is being delivered.
- Maintain continuous communication with the injured person and/or family.
- If the injured person is a worker, once he/she has recuperated to the maximum possible extent, he/she should be encouraged to return to work and have a return-to-work programme established. By demonstrating, at an early stage, sincere concern for the workers' welfare, the worker is less likely to be negative towards the organisation or to seek the help of an attorney, which on the average, tends to increase the magnitude of the loss.
- Finally, have a contingency plan in place to minimise the effects that an



Noreen Salas - RMIG Executive


accident may impose in relation to the efficiency or continuation of the operation.

Noreen Salas of Royal Marine Insurance Group, a long-standing member-organisation of the Caribbean Shipping Association recommends implementation of a 'Loss Control Policy Statement'. This policy statement describes an organisation's loss control objectives, the activities to achieve those activities; the personnel involved in these activities; the expected standard of performance; and how compliance with these standards will be measured.

RIGHT TRACK

Organisations which have already adopted a Risk Management Programme are already on the right track.

"They should keep in mind that the monitoring and reviewing of existing practices and procedures is critical. It's the only way to guarantee that the plan is up to date and that it can reduce or eliminate an emerging risk. It is only through the effective management of risk that we can be assured that we are doing our best to manage and protect an organisation against risks of all kinds. It is a proactive process, not reactive.

And, it facilitates continual improvement of the operation. Using proper risk management can be the difference between staying in business or not," the RMIG executive said. 

Tanker Trade in the Caribbean

According to a 2009 study by the UN Economic and Social Commission for Latin America and the Caribbean, (ECLAC), trade within the region declined due to the global economic slowdown. This was the global scenario, according to the Intertanko 2009 Annual Report.

However, Mexico's Shipping Report stated that for the period and up to April 2010, 16 of the largest ports experienced a 29 per cent growth, most of it in container traffic. The report also projected a positive sign in Mexico's fuel exports. (Business Monitor International).

Generally, oil exports from the Caribbean region have

bpd of crude are shipped to the USA (US Energy Information Administration).

Back in June 2005, the President of Venezuela, Hugo Chavez, announced the 'PetroCaribe Agreement' – the cut-price oil programme offered to Caribbean island nations, including Cuba and Suriname. (However, Trinidad and Tobago along with Barbados did not sign the agreement.)

By the end of 2006, in order to service the PetroCaribe Agreement, the PDVSA Executive Director, Asdrubal Chavez, indicated that an initial contract, of four Iranian constructed tankers of 105,000 tonnes each, represented an opportunity to

of oil by-products to both the domestic and the international markets, according to the PDVSA website.

The alliance between PDVSA and the Brazilian shipyard should eventually boost the technology transfer to Venezuela, allowing the construction of similar vessels in that country – further stimulating Venezuela's merchant marine industry and creating jobs in the country's maritime sector. As recently as May this year, PDVSA ordered two Portuguese built asphalt tankers of 27,000 dwt.

With such vast quantities of oil, clearly Hugo Chavez and PDVSA are driving to raise their foreign earnings,

By Richard Cattermole

were acquired by force, with the Venezuelan government citing the need for "an uninterrupted oil supply." (Infosurhoy).

Is this a sign of things to come from the oil power house?

Reserves

Trinidad and Tobago, Venezuela's eastern neighbour, is the major energy producing island in the Caribbean. The twin island state has dwindling oil reserves but vast natural gas reserves. Most of the gas farmed (in 2008 this was 69 million cubic metres per day) is liquefied and shipped to the US and Europe (*Ministry of Energy, Government of Trinidad and Tobago*).

The balance of Trinidad's natural gas (46 million cubic metres per day) is used at the Point Lisas Industrial Estate. Here, five methanol plants make Trinidad the world's largest producer and exporter of the chemical, which last year was half a million metric tonnes per month.

In February 2010, Methanol Holdings (Trinidad) Limited announced its first export of Urea Ammonium Nitrate (UAN), to the US, aboard one of three new tankers, which joined an existing fleet of nine

On average, three million barrels per day (bpd) of oil and by-products are shipped from Venezuelan refineries

suffered. However two routes remain viable: route 1 – most of the crude oil shipped from Venezuela goes north to the USA and west to China; route 2 – petrochemicals and LNG are shipped from Trinidad to the USA and Europe.

Venezuela's huge state-owned petroleum company, *Petróleos de Venezuela, S.A.*, (PDVSA), manages the operation from exploration to export and delivery. On average, three million barrels per day (bpd) of oil and by-products are shipped from Venezuelan refineries (PDVSA web site) of which, as of June 2010, about 900,000

expand the PDVSA fleet from 21 tankers, with the addition 42 new tankers by 2012.

Then in 2008, PDVSA confirmed another order with Rio Santiago Shipyard in Argentina for two 47,000 dwt oil product tankers. (PDVSA website). And in December 2009, the executive director of PDVSA in Brazil, Sergio Tovar, attended the first launching of 10 new tankers built by the Brazilian shipyard, EISA. Two tankers for the transportation of clean oil by-products will be 47,000 dwt and the other eight will be 70,000 dwt, Panamax-type vessels for the transportation

and strengthen their maritime prowess. However, all is not rosy on the Venezuelan shipping front. Since January of 2009, the US Coast Guard has placed restrictions on all vessels from Venezuela bound for American ports, including oil tankers, believing that Venezuelan port authorities have not implemented proper security measures (*Coast Guard News*).

And in a recent act of defiance (July 2010), the US owners of 11 drilling rigs – Helmerich and Payne – shut down their Venezuelan operations because PDVSA had not paid their bills. As a result, the rigs



other methanol tankers plying routes to the US and Europe.

Point-à-Pierre, in Trinidad, is home to Petrotrin's oil refinery—the third-largest in the region, and has a 160,000 bpd capacity. Here, they produce various by-products like diesel, kerosene, aviation fuel and gas oil. Much of the heavy product is shipped, via chartered tankers, to Jamaica and Guyana for their bauxite industries (*E. Brossard, PetroCaribes: Chavez's Impossible Energy Program, posted 18 February 2006, <http://www.petroleumworld.com>*).

News of other chemicals

In 2006, the four countries of Costa Rica, El Salvador, Jamaica, and Trinidad and Tobago, exported a combined total of 15,000 bpd of ethanol to the US, satisfying about 40 per cent of America's need (*San Pedro Daily, 19 November 2007*).

Future trends: It is too early to determine whether or not BP's oil leak in the Gulf of Mexico will have an impact on tanker trade, but we can, however, expect a review of the regulations for the exploitation and transportation of oil.

The island-nations enjoying the PetroCaribe Agreement will continue to receive oil,


but at the cost of long term debt to their national budgets (*David Jessop, BBC Caribbean Blog, posted 09 March, 2010*).

Venezuela's social and economic discord could impact on its oil exports, even though they continue expanding their tanker fleet as fast as Hugo Chavez can sell his country's oil.

The expansion of the Panama Canal (due for completion by 2014) will probably not increase the amount of crude oil shipped through the canal, as many tankers will still be too large. However, there will be opportunity for LNG tankers to use the canal (*Dredging Today Blog, posted 10 February, 2010*).

Economy

In Trinidad, products derived from petrochemicals and natural gas will continue to drive the country's economy, while the oil products from Petrotrin would probably decline unless they complete the already contentious \$1 billion upgrading to its refinery.

When contacted, Purvin and Gertz, Intertanko, and Tradewind Tankers declined to offer any comment. 

Richard Cattermole is a Fellow of IMarEST and freelance writer. He lives in Port of Spain, Trinidad.



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Every year the Caribbean Shipping Association puts on a business exposition, allowing companies serving the shipping industry to interact directly with their target market. The event is presented as an integral part of the October Annual General Meeting and Conference. It is mounted in space adjacent to the main conference room and allows conference delegates to mill around in a space bordered by the exhibition booths of some of the leading companies serving regional shipping. Hardware and software options are presented alongside risk insurance; and equipment providers display posters and animated images to demonstrate the capabilities of cargo handling machines. The CSA business exposition is presented under the brand name Shipping Insight. It provides a unique opportunity for direct marketing and for accessing a maritime network across four language groups in the Caribbean and Latin America, developed over 40 years by the Caribbean Shipping Association. These images were recorded at the CSA's 40th Annual General Meeting, Conference and Exhibition, held in Montego Bay, Jamaica, October 11, 12 and 13, 2010. The CSA Exhibition had its ceremonial opening on Sunday, October 10, with CSA President Carlos Urriola welcoming guests.

- Mike Jarrett photos





GRAPEVINE*

MIAMI RIVER MARINE GROUP ANNOUNCES NEW EXECUTIVE DIRECTOR

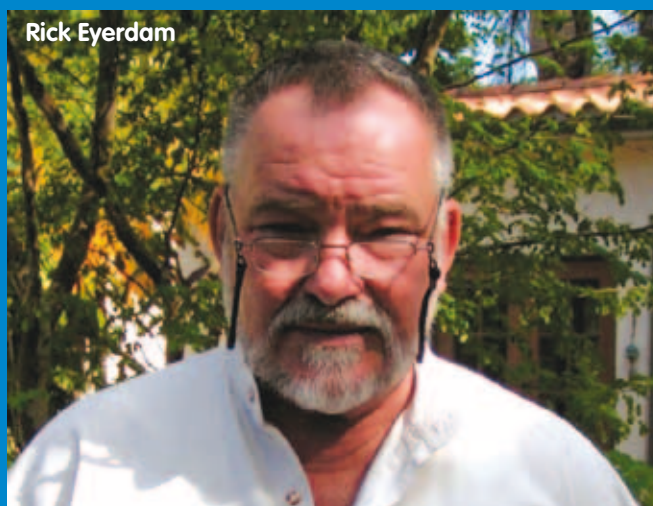
The board of directors of the Miami River Marine Group has retained marine industry veteran Rick Eyerdam to replace Dr. Frances Bohnsack as executive director of the not-for-profit, private maritime business organisation.

"Dr. Bohnsack was offered a great opportunity to work in the Gateway programme at the Maritime Administration and she enthusiastically recommended Rick Eyerdam to be her replacement," said Richard Dubin, president of the Miami River Marine Group. "We agreed that Rick has the background and experience we need at this stage of our development as the Port of the Miami River."

The Miami River is the fifth largest port in the state of Florida, serving as economic catalyst for the South Florida region and providing vital shipping links to the shallow draft ports of the Caribbean and Central and South America. As a working river, the Miami River's navigation and commercial shipping directly generates millions of tons of cargo each year and thousands of direct and indirect jobs. Miami River cargo transshipment is estimated at US\$4 billion per year.

Unique among ports, the Miami River is banked by properties that lie within the boundaries of the City of Miami and Dade County at large. Thirty-two terminals, all privately owned, are located all along the river, but primarily concentrated in Dade County's westernmost navigable stretch of the channel. Vessels of smaller size than those calling upon the Port of Miami "ranging from 50 ft and less than 500 gross tons to 296 ft and as much as 2,566 gross tons" visit these terminals which create a special niche for the shallow-draught cargo industry.

Through the leadership of Dr. Bohnsack and her board most of the marine terminals on the Miami River adopted the security procedures required by federal and international law after 9/11 so that they could continue their critically important mission providing logistics, food, equipment and household goods to the small, shallow-draught ports of the Caribbean.



Rick Eyerdam

In 2009 Rick Eyerdam closed the print edition of Florida Shipper Magazine on behalf of the Journal of Commerce. Since then he has been working as a maritime industry consultant and magazine writer for Latin Trade Magazine and Caribbean Maritime. Eyerdam is an award-winning editor, author and expert in business coverage, most recently international trade, ports, shipping, logistics and commerce; reporting for five years for the Journal of Commerce Shipper Group. He is on the steering committee of Sea Cargo Americas and Air Cargo Americas. He is an occasional panellist and moderator at maritime industry conferences relating to trade and maritime interests.

Eyerdam earned a bachelor's degree in English and in Government from Florida State University. He taught journalism at Florida International University. He held editorial roles with The Miami News, The Palm Beach Times, The Florida Keys Keynoter, Miami/South Florida Magazine, South Florida Business Journal, Southern Boating Magazine and the Marine Business Journal, the Boating News, Florida Shipper and Focus Magazine.



CSA PRESIDENT VISITS GUYANA, SUPPORTS CALL FOR DREDGING DEMERARA

CSA President Carlos Urriola is in support of the Shipping Association of Guyana (SAG), which is urging the Guyana government to move ahead with dredging of the Demerara River.

Mr Urriola visited Guyana on December 6 last and was guest speaker at the SAG's awards dinner at the Pegasus Hotel. He felt that once the dredging is completed, Guyana will be able to exploit new economic opportunities; and, will be poised to take advantage of more Caribbean cruises and to tap in to cruise ships coming out of neighbouring Brazil.

Prime Minister Samuel Hinds who addressed the gathering said the cost for dredging had to be covered by the returns.

"We have to do it in steps that can be justified," the Guyana prime minister said. "In the years that follow there must be a flow of benefits that cover the cost of the investment."

Chairman of the SAG, Andrew Astwood, said deepening the Demerara harbour had been at the centre of the Association's work during 2010. He said the SAG has been relentless in its efforts to have the draught situation in the Demerara attended to with urgency – a situation that some experts say reflects years of inadequate maintenance and a lack of modern equipment to aid in its upkeep.

In taking the CSA's message to Guyana, Carlos Urriola said today, more than ever, the CSA's mission statement and commitment rings true. "We stand ready to partner with the InterAmerican Development Bank (IDB), CARICOM, ACS, OAS, COCATRAM, SGS, CrimsonLogic, TOC Americas and others to take action in the effective implementation of a Regional Integrated Maritime Strategy (RIMS) to benefit all stakeholders and constituents in the Caribbean and Latin American region."

Mr. Urriola felt that Guyana had great potential for development. He listed the countries vast land resources - 83,000 square miles with approximately 75% of the land uninhabited; the fact that Guyana shares a common border with Brazil whose economy is booming. However there were challenges that needed to be overcome. In this regard he referred to Maritime security; draught restrictions and lack of navigational aids.

CSA President
Carlos Urriola



The CSA President said there were opportunities for Guyana and Brazil in the RIMS projects. These, he said, included Integration of the Caribbean cruise market with the fast growing Brazilian cruise market; increased Intra-regional Trade resulting from Brazil's strong economic performance, that can lead to favourable Trade Agreements; and, Intra-regional Trade Agreements with other Latin American countries. He also mentioned the possibility of Port of Georgetown becoming a hub for some of Brazil's ports.

There were also some opportunities for the Caribbean and Brazil in RIMS projects, Mr Urriola said. These include: ports infrastructure developments (dredging, berth expansion etc.) that are critical to capacity building; sustainable training and development of the human capital to support RIMS. Training, training, training.

VOTE OF CONFIDENCE FOR SAJ PRESIDENT

Roger Hinds has been returned as president of the Shipping Association of Jamaica. Vice-president of the SAJ, Kim Clarke, was also returned unopposed, while the other members of the managing committee were returned en bloc.


The elections were held during the 72nd annual general meeting of the SAJ on November 26, 2010 at its Fourth Avenue offices.

Hinds expressed his gratitude for the confidence placed in him and the team to continue to put forward the needs of the membership of the association.

"I am very heartened by your decision here today. We are going to continue to serve you and advance the plans for the improvement of Port Bustamante," Hinds said.

He noted that his focus would continue to be the development of the shipping industry. He said, under his leadership, the shipping association will seek new ways of serving its members. He cited as one aim, the deepening of the labour hire function of the SAJ, explaining his intent to see the industry rely more on the Association to provide the highly trained, energetic workers for which it had become known.


Hinds also said that the implementation of an electronic trading platform, the expansion of Port Computer Services Ltd, an SAJ subsidiary, and the improvement of the roads and drains in Newport West, would also be priority. The latter, he said, would pave the way forward for the development of the community into an industrial park.





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More than 300 participants, mainly members of the Caribbean Shipping Association, Associate Members and Observers arrived in Montego Bay, Jamaica on the weekend of October 9 to take part in the 40th Annual General Meeting, Conference and Exhibition. Included in their number were two ministers of government (from Jamaica and Barbados) and the leading decision-makers of shipping lines, shipping agencies, stevedores, marine terminal operators and freight forwarders from more than 20 countries across the Caribbean, Latin America, North America and Europe. The photographs of the faces on these pages reveal the keen interest and attention brought to CSA conferences.

- Mike Jarrett photos



MARINE TELEMATICS MAKE PORTS EFFICIENT

Developments where the world of Information and Communication Technology meets the Maritime Industry are fascinating. Who can claim that they do not stand in awe to see a port being operated with the use of RMGs only – the discharge and loading of a vessel having been totally automated?

Telematics is technology that is increasingly being used in a range of industries for tracking purposes and to achieve this type of operation in the maritime industry.

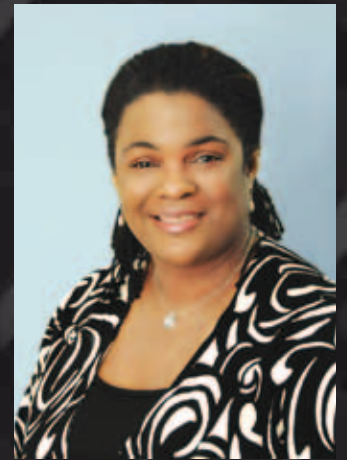
A household name that jumps to mind for this type of technology is “On Star”. This service whereby

ing these technologically driven systems. Increasingly, in major ports worldwide, Marine Telematics have been introduced to assist in driving operational efficiencies.


CAPTURING

Telematics, simply defined, is the integrated use of telecommunication and informatics. According to Steve McKay, CEO of Crimson Informatics, in an interview with the Journal of Insurance Operations: “Telematics is about capturing and storing information via telecommunication devices”. Telematics, for example, in private passenger automobiles usually means gathering data

to better track and monitor containers, equipment and portals through a combination of wireless technology and informatics. This results in the better use of equipment, terminal space and personnel. It also increases responsiveness to the customer and enhances security controls. Tracking containers on the port through telematics technology should reduce incidents of containers being lost. The container would need to carry RFID (radio frequency identification) tags or Electronic Seals to facilitate this level of tracking. The location in the yard, yard movement, and gate movement are all data that



By Frances Yeo

charging can be transformed into an automated process. Several solutions which are available on the market can be integrated using telematics technology as a foundation to identify containers (on the vessel and off); select the appropriate equipment for moving the container; and, dispatch instructions for the job to the equipment. Furthermore, solutions are available that can track tire pressure, whether the operator is using a seat belt or the level of fuel in the vehicle. The benefits of the technology in managing equipment are measurable. Variables including reduced operational downtime, reduction in human error, the optimisation of equipment dispatch and improved safety for workers all contribute to the total development of efficient port terminals. 

TELEMATICS IS TECHNOLOGY THAT IS INCREASINGLY BEING USED IN A RANGE OF INDUSTRIES

the location of a vehicle is constantly being tracked is offered by auto makers. In the event of an accident, for example, a signal is sent and within minutes a call comes in from support personnel. Courier companies have also used telematics to their advantage for many years – several global companies such as UPS & FedEx have experienced better use of staff and capital assets as a result of implement-

electronically to gauge how many miles a vehicle is driven and the way those miles are driven. Usually, that data is transmitted wirelessly to a server where it can be stored, analysed, and applied to rating”. This is comparable to the role that Telematics now plays in the shipping industry – data is collected at a source and moved to another location for interpretation.

With the use of this technology terminals are able

prove useful to stakeholders throughout the industry. Timely information is critical today in order to make business decisions.

MANAGEMENT

As it relates to equipment fleet management it is more than monitoring the position of straddle carriers or RTGs – preventative maintenance can be managed, equipment idle time can be quantified and vessel loading and dis-

THE JANUS VIEW: *Changes and Transitions 2011*

Now in January, named for the Roman god, Janus, who had two heads and stood in doorways representing opposite directions; one head looking back, the other looking forward; the old, the new; the future, the past; the Millennium decade past, Twenty – Twenty, the future, we begin the New Year.

From the 2010 Annual Report of one of the USA's oldest and largest mutual funds, the following:

"Scary headlines, troubling events and disappointing news often set off a cloak of fear and insecurity ... a difficult time?" And, three pages later: *"As the world economy has been improving, profits at major corporations have risen sharply ... opportunities are plentiful?"*

The past decade was difficult, uncertain, dangerous and painful and demanded the best from all

A Janus view indeed. The disruptive philosophic idiom: is the glass half-empty? Is the glass half-full? "...there's the rub that makes calamity" Which matters?

The past decade was difficult, uncertain, dangerous and painful and demanded

the best from all. For those who took control of their destiny it matters not that the glass be half-empty or half-full, it matters only that there was something in the glass.

Those with 'something in the glass' responded to the challenges, becoming more efficient by trimming costs, visiting with suppliers, chatting with customers, guarding capital spending, managing cash flow, reviewing processes and investing in staff development and training. Successful companies did not focus on 'the glass.'

Instead, these successful companies focused and positioned themselves as early beneficiaries of the coming economic recovery. But what is it that will come? Likely, more questions than answers. Quite unlikely, a return to previous levels

of labour, inventory, non-productive assets, enterprise silos and all we did and knew we shouldn't have.

Forecasting? The 1939 wit and wisdom of Sir Winston Churchill reflecting on Russia "... *as a riddle wrapped in a mystery*

inside an enigma" offers little comfort as do the econometric models, indices and pundit prophecies. Alternatively, as quipped by noted author Michael J. Gelbth, "... *The best way to forecast the future is to create it.*"

Indeed, we are part of the global ecosystem and must constantly scan the environment for signs of change. What activities will engage us? Is our future in alignment with our vision, purpose, mission and stakeholder mandates? What are our expectations and perceptions of the probability, impact and speed of change? What are the risks, threats, or opportunities that come with change?

As we accept the mandate to create our future, comes again a question: where to begin?

We begin with a view towards the horizon. And, as we look towards 2020, we need to revisit and re-examine our vision, purpose and mission; and, to develop objectives and set strategies to satisfy each.

"What you can do, or dream you can do, begin it; boldness has genius, power and magic in it."

A couplet controversially attributed to J.W. von Goethe suggests the first step of the decade is to take the first step.

As we take the first steps forward into 2011, with



By Joseph Cervenak*

clarity and a sense of direction, yet with a reminder of core principles, it becomes essential to create a contemporary set of practices and in so doing establish a 'new normal'. Using the precept of a 'new normal' based on the implications of current trends, strategic and operational practices require a comprehensive, conceptual and functional understanding of what needs doing ... a Janus 'look forward.'

The look forward embraces cultures, demographics, globalisation, political climate, academia, societal values and, certainly, technology. All are pieces of our business; scenarios that directly involve and affect our key practices with people, processes and production.

2011 - Eleven for ELEVEN

Eleven approaches to our business with 'new normal' perspectives and practices.

1. Cash-free cash flow:

Judicious spending of cash presents opportunities for new product development, bargain acquisitions and debt reductions equating to today's solvency and tomorrow's growth and profitability.

2. Customer Loyalty:

Recent across-industry studies find that perceived customer value, customer service and quality are the main factors contributing to customer loyalty. Customer loyalty translates to high customer retention and, in turn, to higher customer spending and positive word-of-mouth recommendation. Read as: customer loyalty pre-empts competition.

3. Inventory:

Computer models, texts, algorithms, notepads and other wizardries help to determine a level of inventory, and they all work. Modern inventory practices centre on JIT (just in time), Kanban (scheduling), lean (creating only for value) and they too work. Accounting considers inventory an asset, as it does cash. However, cash is consumed to purchase inventory. However, without cash we have lost opportunity. All inventory is an expense. Exacting management is vital, lest it become the *bête noir* of profitable business.

4. Technology:

Chris Wilford, corporate vice president and general manager Microsoft Small-Midmarket Business Solutions, builds a business on the precept that "where

there is a browser, there is an office." The magic is there in cyberspace, online, and with web-enabled devices. There are the ubiquitous mobile devices, smart-phones, mp3s, iPods, Kindle readers and iPads. All prove their worth if they are used. Going forward utilising technology is an absolute must investment.

5. IT:

Cloud computing – 'back then' it was ASP, recently SaaS and now cloud computing. Yes, while it has shortcomings it is becoming mainstream. Easy to use, reasonable in cost when compared to software and license pricing, It is mobile and makes available powerful solutions while paying for only what is needed. This one deserves a budget.

6. Risk:

The deadly 'new normal,' the quiet sleeper is awakening. Significant in exposure, far-ranging in scope and possibly catastrophic in consequence, risk awareness requires comprehensive and imaginative examination of strategies, operations and processes, functions, projects and service; and, as the source of threat to people, assets and product. A top-level mandate for creating an identification, evaluation, prioritisation and intercession practice and plan is an absolute must. Boring as it may be, reading ISO 31000:2009 could help to keep the proverbial 'barn door' closed before it's too late.

7. Sustainable Energy and Green

'Going Green' could be the most complex, confusing and significant challenge of our

time. Human need, protecting the environment, corporate compacts, consumer bent and competitive posture add to the dollar spend question. Early study suggests that the public face and practice of green 'is good, and can be profitable.' Follow the leader? When Walmart mandates ...

8. Strategy:

"The rate of change in the global business environment is unprecedented, forcing organisations to challenge many of the assumptions about how they operate..." Mike Rake, Chairman, KPMG International. A creatively defined strategy is an environment for rethinking the business model – before working on the business – to looking at markets and trends, at competition and customers; and, at the organisation itself — and only then do we develop a flexible and sustainable profit model to ensuring that future direction will be successfully implemented. Time for serious skulduggery.

9. Supply Chain:

Decreed for the 'new normal' is positioning the supply chain as a value chain and as an enabler of revenue and margin growth. Alignment to strategy, integration within the enterprise, collaboration with customers and suppliers; and, synchronization across the global chain. Voilà! ... revenue and margins grow.

10. Training and Development

"Any use of a human being, in which less is demanded of him and

less is attributed to him than his full status, is a degradation and a waste."

Norman Wiener, in his book *The Human Use of Human Beings* challenges us to prepare ourselves and the next generation for responsibilities greater than ever imagined. 'New normal' thinking demands thought leadership, going beyond the basics and utilising the brain's right-brain creativity capabilities. The challenge is real, the payback enormous.

11. Fast-forward to 2014:

Panama Canal – by now it is on everyone's radar. Well beyond the hemispheric and equatorial Americas and the Caribbean, its impact will be remarkable. A critical examination of all possible "what if" scenarios is needed. 'What if we're not the transshipment hub... what are we?'

Yes, the past decade has been difficult, uncertain, dangerous and painful and has demanded the best. Now we look forward knowing what must be done. We are alert to the emerging trends that are transforming markets and to the 'new normal' of business. We look forward and shape outcomes rather than react. We raise our glasses filled with high expectations and see the horizon in the perfect vision of 2020 with clarity, determination and focus, yet with serenity and calm. And we toast to an auspicious 2011.

Cheers! 

**Joseph Cervenak is managing principal of Kemper-Joseph, LLC, www.kemperjoseph.com. Email: info@kemperjoseph.com*

GOOD BOSS

A protective shield for subordinates

The performance of employees, their career achievement goals and the success of a business all depend on a good boss serving as a shield during threats. Many have supported the notion that good management shields the core work of business from uncertainty. This, according to experts, is a theory that goes back to James D. Thompson's 1967 classic 'Organisation in Action'.

These experts have argued that, the best bosses are those committed to letting their workers work whether on creative tasks or on routine jobs. These bosses take pride in being protective shields, absorbing or deflecting danger from within or outside the organisation. In addition, they do all sorts of boring and silly tasks to deal with those that make life difficult for other people.

Sutton suggests seven ways by which a good boss can protect his subordinates.

Avoid own worst instincts:

Great bosses, according to Sutton, fret about the load they heap on others. They arrive at meetings early and lead the meeting to an end. In this case, they may miss the thrill of petty power displays, but importantly they

earn more prestige by leading productive and grateful followers.

Make it safe to fight right:

The best boss orchestrates constructive argument. This is because when people have mutual respect, argument over ideas is productive and creative. This allows people to feel safe and to speak their minds, even to the boss, without retribution.

Protect your subordinates from external intrusions and time sinks:

A good boss relieves his subordinates from burdensome organisational practices. This may include unnecessary and duplicated daily, weekly or monthly reports that are compiled without resulting actions. In this case more time is allotted to research and development, which ultimately steers an organisation in the right direction.

Defy idiocy from on high:

Sometimes good bosses face senior counterparts and powerful groups that cram bad ideas down everyone's throat. When your subordinate's performance or well-being is threatened by

idiocy from on high, you need to decide whether to comply or resist, depending on what will help them (and you) most. However, the political costs are too high, and sometimes seemingly idiotic directives may turn out to be useful. Nevertheless, defiance can occasionally be the best strategy. According to Sutton, experience has shown that in many instances, managers that ignored and defied their superiors' instruction were judged as most effective by the same superior.

Practice creative incompetence and malicious compliance:

There is an old adage that says, anything worth doing is worth doing well. Accord-



By Fritz Pinnock

them. However, a good boss must be aware that malicious compliance can be destructive, but it does work, as a last resort under the right conditions.

Slay-or-slow their enemies:

It has been demonstrated how mean-spirited, abu-

Covering for employees can be painful and risky for the boss but it can be remarkably effective as it engenders loyalty

ing to experts, sometimes a good boss does a half-assed job on purpose and encourages subordinates to join

sive people can undermine attitudes and performance. A good boss, according to experts, protects his sub-


ordinates from destructive characters. Good bosses also protect subordinates from demeaning, overly demanding, and frustrating clients and customers.

Take the heat:

Part of a good boss' job is to protect his subordinates when they screw up. Covering for employees can be painful and risky for the boss but it can be remarkably effective as it engenders loyalty by demonstrating that you are not just spewing out hollow rhetoric about trying to protect them.

Self-awareness

In conclusion, self-awareness is key to the success of a boss who shields his subordinates from threats. Good bosses protect subordinates from stress, distress and distraction in diverse ways, whether behind the scenes or in public. Good bosses work day after day to enhance their self-awareness; stay in tune with followers' worries, hot buttons, and quirks; and, foster an environment of comfort and safety. They also learn to identify which battles their subordinates consider crucial to fight and which they see as unimportant.

When bosses cannot protect subordinates from layoffs, pay cuts, or tough assignments, the best ones convey compassion, do small things to allay fears and find ways to blunt negative consequences. According to Sutton, operating in this way helps bolster your performance and well-being, the support of your subordinate and ultimately a successful organisation. 

THE YEAR AHEAD:

Protocol VI revisited

As the Caribbean Shipping Community contemplates its future interest and within the wider world and as we look to the year ahead, it is meet that we revisit the Protocol Amending the Treaty Establishing the Caribbean Community (Protocol VI: Transport Policy).

Readers may recall my article in *Caribbean Maritime*: 5 "Protocol VI ignored at our peril!" Over the past months, I have had many reasons to recall that article

the micro level, among the people who travel, trade, gain further education and explore differences in culture across the Region; and at the lofty macro level of Regional Politics among the heads of government and within the various agencies of CARIFTA, CARIFORUM and CARICOM pursuant to the slowly maturing and developing Treaty of Chaguaramas. That macro level is well reflected in Protocol VI. That Protocol sets out goals and makes broad policy statements and gives



By Milton Samuda

Events have called into question the commitment of our respective governments to the establishment of a Caribbean Single Market let alone, Economy

as many recent events caused me to contemplate the future of CARICOM. Those events have called into question the commitment of our respective Governments to the establishment of a Caribbean Single Market let alone, Economy. Add to that the simmering trade disputes, particularly between Jamaica and Trinidad & Tobago and one is left with deep concerns as to the future of CARICOM.

The truth is that Caribbean integration has always taken place at two levels – at

indicative directions, but cannot (and is not intended to) deal with the details necessary to give effect to goals set out. As we look to the future, the time has come for that detail.

Action

Detailed action would, for example, be reflected in an obvious attack on the impediments to sea-trade within the CARICOM Region. From a re-addressing of the Community Transport Policy; to more aggressively harmo-

nising legislation to deal with the training, licensing and movement of seamen; on to the co-ordinated Regional approach needed to address the disincentive of a lack of economies of scale in intra-regional shipping, there is a range of actions which the Caribbean Shipping Community must insist upon from Caribbean Governments in 2011.

Legislate

Whereas no one expects Governments to legislate that the cost of shipping a container from Jamaica to Costa Rica must not exceed the cost of shipping the same container from Jamaica to China, it must be expected that regional governments will put in place legislation and administrative regulations which will encourage the private sector to invest in shipping services within the Region. To be sure, the fundamentals must exist. No amount of incentives

can cure the non-existence of a good business case. In that regard the Governments would no doubt wish to review the studies and recent information concerning intra-Regional trade, but impatient of debate is the assertion that this must be done quickly.

Challenge

Given the immediacy of the challenge, I would suggest that the Heads engage the Regional Private Sector, through the Caribbean Shipping Association (CSA) in serious dialogue aimed at enhancing the policy framework with the detail necessary to facilitate specific agreements of practical policy steps, which would enable private commerce to address the deficits that exist. The CSA has proven its ability to attack and successfully coordinate Regional initiatives, an outstanding example being its support for the implementation of the IMO ISPS (International Ship and Port Facility Security) Code. CSA has also shown its ability to think beyond narrow self-interest while firmly keeping

its eye on the private sector imperative to make profit.

To be sure, the CSA cannot do it alone. However, if the Heads of Government can find the time, will, resources and multi-lateral partners to combine through CARICOM with the CSA's capabilities, more movement will be achieved than hitherto. CARICOM and the Heads must view the private sector, represented in this instance by the CSA, as partners in the quest to enable more efficient, competitive and profitable intra-regional sea-trade, which is critical to the Region's ability to compete globally.

That the 'one people, with common history and destiny' is felt with fervour at the emotional level (despite the disappointments of West Indies Cricket) is without doubt, but when the Governments of the region have been called upon to translate that emotional commitment into concrete, forward moving action, the pace has not always matched the emotional fervour.

In 'Protocol VI - ignored at our peril!' I asserted in

introduction that: "Every member of the Caribbean Shipping Association (CSA), especially members whose home States are Member States of CARICOM, should read the 'Protocol Amending the Treaty Establishing the Caribbean Community (Protocol

too slow to insist upon consultation or to take advantage of existing mechanisms that facilitate that consultation. The CSA must not be absent. It must put in the work, develop its position, insist on consultation and assist in the writing of the


The CSA's agenda must be made to accommodate the agitation and participation of CSA's members

VI: Transport Policy)'. Having read that document, they should agitate for and participate in a concerted effort to influence the unfolding of the policy details which must be agreed upon, by Member States, to give life to the provisions of the Protocol."

I went on to conclude that: "The private sector has long been critical of what it says is the propensity for Regional Governments to formulate policy absent meaningful participation by the private sector. While there is merit in that criticism, the private sector has often been much

details for agreed policies."

As we look to the Year Ahead, it is patent that the time is now. The 'concerted effort' referred to must be made in 2011. The CSA's agenda must be made to accommodate the agitation and participation of CSA's Members to which I previously referred. An aggressive timetable must be agreed with the Heads and with CARICOM and key deliverables from specific stakeholders must be included in a robust work plan.

The world will not await our readiness. 

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