

# CARIBBEAN MARITIME



Guyana

***Bridging a trade gap***



Cuba

***US\$ 250m transformation  
for Mariel***



Puerto Rico

***San Juan – total  
redevelopment  
planned***



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***Major expansion  
growth driven***



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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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caribbean shipping association

## MISSION STATEMENT

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

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# The weakest link

**When proverbs degenerate to cliché, we risk losing the collective wisdom of our forebears. You may consider this an odd, even melodramatic way to start, until you too are faced with having to apply or recite an old truism that has, over time, lost its deeper meaning through overuse.**

By moving to assist the Caribbean's smaller ports with sustaining an impregnable port security system, the Caribbean Shipping Association has demonstrated an appreciation for age-old wisdom: "A chain is only as strong as its weakest link".

Overuse may have robbed this proverb of some of its profundity. So I invite you to ponder anew. The proverb implies that the chain is relatively strong to begin with and that the weakest link renders the entire chain weak. Deduce, therefore, that the weakest link makes it impossible for the chain to achieve its full potential.

Following on our new-found appreciation for the frightening possibilities of terrorism, as demonstrated on 11 September 2001, we should approach port security as a world system rather than local initiative. In this respect, port security may therefore be likened to a chain: designed to restrain and control; and, comprising separate but linked components (*i.e.* ports and terminals). Where one such component is weak, the port security system in every port with which it has a sea link is exposed and open to threat. It is the direct link, ships connecting ports, that justifies the "chain" analogy.

Marine terminals of the world, although separated by space and governance, must be linked in a seamless, global security system that protects not only human life and property but which preserves lines of trade. It is in this context that the CSA wants to strengthen the weakest links and has been discussing how it can support ports of the Region to achieve and sustain a viable port security system. These discussions within the CSA have only just begun and CSA President Fernando Rivera has been having exploratory discussions with a number of agencies and organizations.

To be clear, the CSA is not about to develop and implement security systems. Rather, the CSA, in recognising the need for an impregnable port security system across the entire Caribbean area, has become proactive. In this regard, the Association is concerned that:

- Caribbean ports and terminals should have appropriately designed, frequently audited and tested port security systems;
- Caribbean ports and terminals should have timely access to the latest information and decisions regarding port security regulations recently enacted or being discussed for enactment;
- Regional ports and terminals should have access to relevant information and intelligence that will help prevent security risks and breaches;
- Regional ports should have a forum in the CSA in which to address issues and work out solutions for sustaining an impregnable Regional port security system.

The CSA sees this as part of its continuing work of assisting Caribbean development and this fundamental principle, that is, supporting and facilitating Regional development, was reaffirmed at the CSA General Council's strategic planning retreat, held in March 2008 in Miami, Florida.

Mike Jarrett, Editor



# An action plan for national shipping associations



**T**HERE IS NO DOUBT that the previous editions of 'Caribbean Maritime' have been a total success and we have accomplished the goals we established at the outset.

Every new edition shows an improvement over the previous one and the distribution is expanding at a fairly rapid rate – in fact, beyond our expectations.

This fourth edition, dedicated to the ports and terminals in our Region, promises to be even better. This edition will highlight the great improvements that have been made or are being implemented in some Caribbean ports and terminals and the excellent facilities that we have available in the Region.

Issue No 4 of 'Caribbean

Maritime' will be ready for the Caribbean Shipping Association's seventh Caribbean Shipping Executives' Conference, to be held on 19, 20 and 21 May in St Maarten, Netherlands Antilles. This conference promises to be very successful, based on the excellent agenda and speakers confirmed to participate.

## Encourage

I want to take this opportunity, as previously, to announce our plans to reorganise the National Associations Committee during the May conference. I encourage every president or manager of each national shipping association to attend this meeting of the National Association's Committee, scheduled for Sunday, 18 May. I will personally

chair the meeting. Our main goal will be to establish an action plan to improve the capability of national shipping associations.

Again, I want to thank all our corporate sponsors and the many individu-

ally chair the meeting. Our main goal will be to establish an action plan to improve the capability of national shipping associations.

very few organisations that includes in its membership public and private sector entities across four different language groups.

**'I want to thank all our corporate sponsors and the many individuals and organisations that continue to support the Caribbean Shipping Association'**

als and organisations that continue to support the Caribbean Shipping Association. Your involvement has contributed in no small way to the continued growth and development of this regional body – one of the

Shipping Executives' Conference, hosted by the CSA in collaboration with the Port of St Maarten.

*Fernando Rivera  
President, Caribbean  
Shipping Association*

# CARIBBEAN MARITIME

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# ***CSA moves to assist Caribbean ports and terminals***

*By Mike Jarrett*

**P**ort security was the main item on the agenda in Santo Domingo in April last when representatives of the Caribbean Shipping Association sat down in conference with the Organization of American States (OAS) and the US Coast Guard. CSA President Fernando Rivera, accompanied by General Manager Stephen Bell, flew into the Dominican Republic to participate and to deliver a paper on 11 April that explained the CSA's objectives and initiatives.

The Caribbean Shipping Association has become increasingly concerned about port security issues and has been looking at how it can assist the smaller states of the Caribbean region. The topic of port security has always been at the top of CSA priorities. In fact, the Association maintained a close relationship with the Maritime Security Council throughout the 1980s and 1990s and was represented at most MSC meetings during that period. So the President's trip to the Dom Rep was not altogether unusual and was more of a continuation of the CSA's work and interest in matters of port security.

Since September 2001 however, port security matters have become more urgent for the CSA. The Caribbean's

main trading partners are demanding state-of-the-art cargo inspection systems and big ticket hardware and software items. Caribbean states, most with national populations half the size of many of the world's major cities, must

cutting edge digital electronics and very, very expensive.

In voicing his concern, at the General Council meeting, held in Kingston in January 2008, the CSA President was particularly mindful of the security

***The CSA has become increasingly concerned about port security issues and has been looking at how it can assist the smaller states of the Caribbean region***

hurry to find investment to acquire the same type or quality of equipment as the most developed countries on the planet. This is necessary, all things considered, but port security technology doesn't come cheap.

For micro states, and there are many, in the Caribbean, the level of budgetary expenditure required for security brings the port into sharp competition for scarce financial resources, increasing the national debt of already debt-burdened economies. Of course, it is necessary to protect Regional trade and the ships which move goods within and across the Caribbean Sea. However, this requires effective and dependable port security systems; much of which is

needs of small Caribbean nations and the cost of acquiring and maintaining viable port security systems. He pointed out that there were cases where small territories could obviously benefit from technical advice to prevent them purchasing the wrong equipment or acquiring systems and hardware that they did not need.

***What is CSA doing about port security?***

And what exactly does the CSA plan to do about port security?

The CSA President said in January: "Our main goal [immediately] is to develop an action plan to assess the security necessities of all territories >



within the Region with emphasis on small countries. This action plan will be presented and discussed with a number of bodies within the Region, including the United States Coast Guard, Caricom, the Organization of American States (OAS) and other maritime important organisations." He said the most important element of the action plan was "to make sure that we know where each territory stands today regarding all security measures. This will allow us to see what are the current and future needs. We will help get them the advice necessary to allow them to invest their money wisely ... that is, that they build or purchase what is really necessary for their particular needs."

### **Permanent**

In March the CSA's General Council met in Miami and discussed, among other things, matters related to port security in the Caribbean. Following on those discussions and exchanges of ideas subsequently, Fernando Rivera was able to disclose to the conference in Santo Domingo in April that the CSA was currently reviewing specific proposals for establishing a permanent body in the Association to deal with port security.

At present the CSA is gathering information, exploring partnership possibilities with multilateral organisations to which it is associated and setting up an internal structure to deliver support to Caribbean ports and terminals who may need it.

Through the CSA website ([www.caribbeanshipping.org](http://www.caribbeanshipping.org)) the Association has been voicing some of the concerns being expressed by some members. Some of these concerns relate to the high cost of technology. Some have to do with the appropriateness of this technology to specific and unique circumstances.

As the CSA President said at the Santo Domingo conference: "[For example] there has also been tremendous concern about 100 per cent scanning coming from all quarters. One of our long-standing members, who knows the Caribbean very well, put it simply: 'One hundred per cent scanning, unless a technology is developed, is not possible. It will stop world commerce.' I will not tell you what other, less diplomatic members of the Caribbean shipping fraternity have been saying about the notion of 100 per cent scanning." His reference was to recent pronouncements from the US Government suggesting that all containers entering all ports linked to US ports should be electronically scanned.

The CSA is currently in an effort to review and document the specific needs and concerns of small Caribbean states. This is in preparation for planning CSA support and assistance. The Association is also looking at other initiatives at this time that could involve exploiting the formal relationships established over the years with Caribbean and hemispheric multilateral organisations.

Through dialogue and conferences and the presentation of training workshops on the topic, the CSA has kept port security on the Regional agenda. The Association has also been using the podium at conferences and meetings in which it has participated to address Caribbean concerns and opinions on these issues.

### **Plans to expand the dialogue**

The CSA plans to expand the dialogue about port security issues. This was the

main reason for the President and General Manager going to Santo Domingo in April. Fernando Rivera explained: "Out of this dialogue and initiatives which may involve one or more of the multilateral organisations to which the CSA is associated, we are planning to establish, within the Caribbean Shipping Association, a permanent council to deal with port security in the Caribbean region. With the establishment of this new body within the CSA, we ensure that:

- Port security issues are kept on the Regional agenda
- Port and terminal operators have an independent, unbiased organisation with which to discuss their security needs
- Suppliers of security software and technologies have a reliable source of information about Caribbean needs and priorities."

Over the years the Caribbean Shipping Association has helped to broaden the knowledge base of all sectors of the Region's shipping industry. Through its conferences, training programmes and the CSA website, the Association has kept the Caribbean shipping industry informed about what is required and




the time frames within which they must commission new systems.

In various messages and articles, published and presented verbally in meetings and conferences and in training seminars, the CSA has brought attention to port security issues.

The Association has consistently brought port security to the fore and kept it on the Regional agenda.

Immediately following 11 September 2001, the CSA moved port security to centre stage and at every conference presented technical papers and documentation to help Caribbean ports deal with the new situation presented by the spectre of terrorism. The sustained effort then was at least partially responsible for the fact that almost 100 per cent of Caribbean seaports met the ISPS deadline\* in July 2004.

It is against this background of achievement that the Association moved to ensure that the efforts and sacrifices already made by Caribbean countries to bring port security to present standards are not wasted and that the errors and shortcomings that may have attended that process of development are not repeated. 



*\* The ISPS Code was instituted as part of the international community's response to the September 11, 2001 attacks and the bombing of the French oil tanker Limburg. The U.S. Coast Guard, as the lead agency in the United States delegation to the International Maritime Organization (IMO), advocated for the measure. The Code was agreed at a meeting of the 108 signatories to the SOLAS convention in London in December 2002. The measures agreed under the Code were brought into force on July 1, 2004.*

***At present the CSA is gathering information, exploring partnership possibilities with multilateral organisations to which it is associated and setting up an internal structure to deliver support to Caribbean ports and terminals who may need it***



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# Don't shoot the messenger

By David Jean-Marie

**D**iscussions about ports tend to focus on operational matters, degrees of efficiency and effectiveness and labour-management relations. However, the recent interpretation of the financial performance of the Port Authority of Jamaica (PAJ) in one of Jamaica's leading daily newspapers, the 'Jamaica Observer', on 20 February 2008 has brought into sharp focus the need to inform and discuss how ports account to shareholders and stakeholders generally. This is particularly important in the present era, when accountability and transparency are demanded as fundamental to the ethos of doing business.

Ports have been evolving from being departments and state entities through to corporatised and fully commercialised organisations with varying degrees of public-private participation.

*David Jean-Marie, a member of the CSA's General Council, discusses how ports account and report their financial situations.*

In the case of the Port of Bridgetown, the transition from a port department to a statutory corporation, the Barbados Port Authority, occurred in 1979. Following the Reform and Expansion Project, this statutory corporation was re-incorporated in 2003, leading to the formation of Barbados Port Inc, a company owned by the Government of Barbados as sole shareholder.

## *Principles*

In general ports, like any other for-profit entity, are required to follow generally accepted accounting principles. Management accounts are set up along departmental and functional lines and reports produced normally on a monthly basis for management and board review. Year-end results are then audited by an independent external

auditor reporting to the shareholder. Management is responsible for the preparation and fair presentation of these financial statements in accordance with international financial reporting standards. The independent auditor, on the other hand, conducts the audit in accordance with International Standards on Auditing (ISA) and expresses an opinion thereon.

Throughout the Region, ports have clearly shown their commitment to being accountable by having up-to-date audited financial statements. A review of these audited statements reveals conformity to international financial reporting standards and best accounting practices with all such audits being unqualified.

A qualified audit opinion is issued if the auditor disagrees with the >



treatment or disclosure of information in the financial statements. If the statement that “in our opinion the financial statements give a true and fair view” is given as an audit opinion then the audit is unqualified. This is what should happen.

## ***It is in the interest of regional ports to enter into carefully considered contracts with lines where significant investment outlays are necessitated, lest the result is unused port capacity and related unmanageable debt***

The ‘Observer’ report on the financial performance of the Port Authority of Jamaica for 2007, and specifically Kingston Container Terminal, may be of concern to shareholders, but not due to any doubt or qualification by the external auditors.

These results, though not ideal with

respect to port operations, in no way reflect negatively on accounting practices. These practices have been tried and proven in a rigorous manner over the years. The concern may be the efficiency of the Port Authority of Jamaica, its pending loss of transshipment busi-

ness given the level of capital expenditure on equipment and expansion, as well as its cost management issues as highlighted by the ‘Observer’.

### ***Dynamic***

The maritime business in the Caribbean is rather dynamic, with major players in the cargo and cruise industries

tegitic investments in berths, property and equipment, given the competition among the many traditional ports and the newly opening ones in countries such as Dominican Republic and Cuba. It is in the interest of regional ports to enter into carefully considered contracts with lines where significant investment outlays are necessitated, lest the result is unused port capacity and related unmanageable debt.

Other areas of concern for Caribbean ports include the state of labour-management relations, productivity regarding berths and cargo throughput, the ability to satisfactorily service cargo and cruise stakeholders, the competitiveness of port tariffs and the level of certification and training of port workers as well as environmental and security requirements. These are weighty matters, each worthy of elaboration in its own right. However, they do not in any way diminish the rigorousness of the application of international financial reporting standards in accounting for ports.



## ***The maritime business in the Caribbean is rather dynamic, with major players in the cargo and cruise industries repositioning assets in the market to their advantage***

repositioning assets in the market to their advantage. Caribbean ports have therefore to be wise when making stra-

Profits are sometimes affected by gains due to the disposal of assets and business segments, the revaluation of



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assets, accounting adjustments related to prior periods as well as current year operations, in the main. A conglomerate recently reported a profit which, on close examination, was due to gains on the sale of certain assets brought to the income statement.

As reported by the 'Observer', the Port Authority of Jamaica showed a net surplus of J\$1.76 billion, but this


included J\$1.56 billion attributed to investment property fair value adjustment (following IAS40), J\$682 million from cruise facility fees and an amount from property leasing and management fees, implying a worrying operational performance in both 2006 and 2007.

**Concerned**

Leaders of these and all commercial entities have to be concerned about, and do make decisions to enhance, their firm's operations. This would redound to improved shareholder value. Accounting standards and rules as well as auditors combine as messengers to provide and verify the message in the form of the annual audited financial statements. It is not wise to shoot the messenger simply because the message is not good news.

Accounting for ports is sound in the



Caribbean and is an integral element in the drive towards sound accountability and corporate governance practices in the shipping industry. 



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# MAN OF VISION INSPIRES SUCCESS

**T**oday's remarkable progress at the Port of St Maarten has its origins in the mid 1950s when Dr A.C. 'Claude' Wathey realised the port could play a vital role in building the national economy.

Dr Wathey identified tourism as a pillar of the St Maarten economy. This led to a successful non-restrictive campaign to attract new investors to the island that resulted in unprecedented growth for 40 years.

In 1980 a total of 105,000 cruise passengers visited the island. Nine years later this number had grown sixfold to over 600,000. In 2007 the island received over 1.4 million cruise passengers.

Dr Wathey can be credited with transforming St Maarten from 'just another island' into one of the leading tourist destinations in the Caribbean, with one of the highest standards of living in the Region.



In a presentation of the new port facilities in 1989, Dr Wathey declared that moving ahead with the port improvement project was a 'must'. Sadly, he did not live to see the new port of St Maarten. However, his grandson, Theo Heyliger, entered politics in 1995 and Dr Wathey's dream has lived on in what is considered one of the most modern and best equipped ports in the north-east Caribbean.

Named in his honour, the Dr A.C. Wathey Cruise & Cargo Facilities comprise the Dr A.C. Wathey Pier, 650 metres long and 20 metres wide with 10.0 metres depth alongside, which can accommodate four cruise ships.

The John Craane Cruise Terminal is a full-service terminal with a bus and taxi pick-up and drop-off. It also has an

internet café, banking facilities, postal services and a food and beverage shop. Cruise visitors have access to a small

## In 1980 a total of 105,000 cruise passengers visited the island. Nine years later this number had grown sixfold to over 600,000

shopping arcade, designed in vintage style, with 12 shops and 12 market stalls. Harbour Point Village is aimed at passengers who stay on the vessel or whose visit is limited to an island tour with no local shopping for duty-free goods.

To meet the needs of home porting, water taxis and water-based tours, the port has a new tender jetty, one of the largest in the north-east Caribbean, measuring 40 metres (120 ft) long and

4 metres (14 ft) wide. It has a 9 metre (25.2 ft) bridge section and four finger piers, plus a 24 metre (67.2 ft) covered

section. A depth of 6.0 metres has been dredged to allow vessels of 5.0 metres draught to berth in safety. The finger piers can accommodate up to six vessels simultaneously.

### *Cargo gateway to north-east Caribbean*

St Maarten has always been a transshipment point for the islands of St Barthelemy (St Barth), Anguilla, Saba, >



# a Port to Remember

• Port of St. Maarten

**Dr. A.C. Wathey Cruise Facility, Dutch Caribbean**



**Current cargo facilities comprises of the Captain David Cargo Quay with a length of 270 meters and docking capacity for two general Lift-On Lift-Off (LOLO) and three Roll-On Roll-Off (RORO) cargo vessels. Water depth and approaches are 10.5 meters; container storage capacity for 2,500 TEUs; fuel and water services are available.**

## Coming to You in 2009



**The Port of St. Maarten cargo facility is being expanded to match the growth in the cargo transportation and handling business. An extension to the cargo quay wall will be made by 260 meters and an additional 8400 square meters of container storage and handling space will be added.**

## Growing with the Industry

**The Port of St. Maarten proudly serves as a transshipment hub for the North Eastern Caribbean. It is one of the most ultra modern and efficient cargo handling ports in this part of the Caribbean catering to the major global cargo service lines.**

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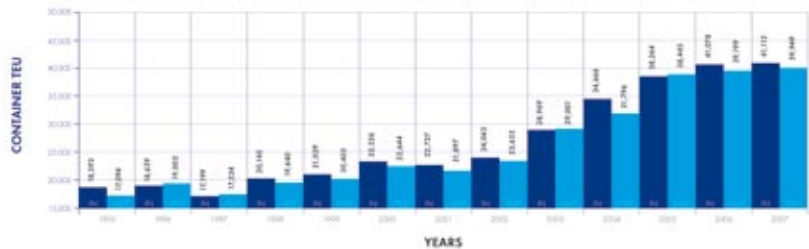
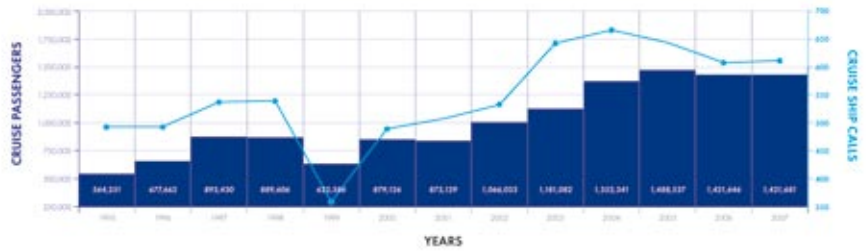
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### St Maarten port traffic



St Eustatius and St Kitts & Nevis. In order to support a growing economy, cargo facilities have been expanded.

In 2008 the Port of St Maarten's cargo section consists of a multipurpose facility that can accommodate inter-island ferries along with containerships such as the 'CMA-CGM Oyapock'.

The Capt David Cargo Quay is 270 metres long excluding the Cargo North and Cargo South cargo handling and docking areas. There is docking capacity for two general lo-lo and three ro-ro cargo vessels. Water depth at the cargo docking area is more than 10.0 metres. Container storage capac-

ity is 2,000 teu. The South Quay Cargo extension is made up of 4,500 square metres of reclaimed land.

### Port services for cargo vessels

In the past, cargo vessels fully loaded with containers from Europe had to be rerouted to Guadeloupe. Today, they can sail non-stop from Europe to St Maarten.

Another new feature of the port is the Caricement/Holcim cement bagging plant, which makes an important contribution to the economy by supplying cement to the vibrant construction sector. Cement is produced in an environmentally controlled plant located in the grounds of the cargo facility.



The Port of St Maarten has once again attracted the interests of the small cruise ship market. This is thanks to local initiatives to attend international trade conferences and meet the movers and shakers of the cruise industry.

Mark Mingo, managing director of St Maarten Harbour Holding Company NV, said: "We are continuing with the trend of catering to small cruise ship vessels such as EasyCruise One, which used the destination as a home port for the 2006-2007 cruise season. St Maarten, as a destination, has very good direct air links with the United States, Canada and Europe. We have interests shown by several high-end cruise lines and we already have the experience with EasyCruise. We are catering to vessels that can accommodate 500 passengers." 

### Cruise lines calling at St Maarten

- **Aida**
- **Carnival**
- **Celebrity**
- **Classic International**
- **Costa**
- **Crystal**
- **Cunard**
- **Delphin Seereisen**
- **Disney**
- **Fred. Olsen**
- **Holland America**
- **MSC**
- **Norwegian**
- **Orient Lines**
- **Royal Caribbean**
- **P&O**
- **Princess**
- **Pullmantur**
- **Regent Seven Seas**
- **Seabourn**
- **Seadream Yacht Club**
- **Star Clipper**
- **V Ships**
- **Waybell Cruises**
- **Windstar**



# Port of St Maarten embarks on major expansion

**T**HE PORT OF St Maarten has embarked on what is said to be the biggest port expansion project in the north-east Caribbean.

Work began in December 2007 at the Dr A. C. Wathey Cruise & Cargo Facilities. The project is expected to

**A new cruise pier, 445 metres long and 21 metres wide, will be constructed to accommodate two 'future larger vessels' of 220,000 grt**

cost more than US\$ 95 million. Both cargo handling and cruise facilities are being expanded.

A new cruise pier, 445 metres long and 21 metres wide, will be constructed to accommodate two 'future larger vessels' of 220,000 grt that are currently being built at shipyards in Europe. The new cruise pier is considered necessary because the existing pier, built in 2001, was not designed for 'future larger vessels'

St Maarten will have the largest cruise port facility in the north-east Caribbean by the end of 2009 when the island's second cruise pier enters service. At that time, the port will be able to berth six cruise ships simultaneously.

With this expansion, St Maarten has

shown its determination to become the Region's preferred cruise destination as it continues to meet the demands of growth.


Funding for the new pier is being provided by a consortium comprising the Royal Bank of Trinidad and Tobago, Carnival Cruise Lines, Royal Caribbean Cruise Lines and funds from the

island government-owned St Maarten Harbour Holding Company. The St Maarten Island Legislative Council gave its approval to the expansion plans and financing scheme on 26 June 2007.

## Cargo handling

Expansion of St Maarten's cargo handling facilities also involves an extension of the cargo quay wall by 260 metres. A further 8,400 square metres of container storage and handling space will be added.

The additional space will help the port to achieve higher levels of productivity and production.

Container traffic has increased dramatically in recent years. In particular, there has been a rise in transshipment business, attracted by the island's strategic location in the north-east Caribbean. 



*The new tender jetty on the left of this illustration is already in use. The finger piers can accommodate up to six vessels simultaneously with a draught of 5.0 metres*



*How cargo and cruise facilities are laid out in the Port of St Maarten*





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# Major redevelopment for the San Juan Waterfront

**T**he television commercial shows happy people and a breathtaking landscape. Scenes of some of the Caribbean's most idyllic spots entice would-be vacationers still feeling the chill of winter. Puerto Rico is depicted in all its glory. Then the ad says: 'US citizens do not need a visa.'

This is true. As of 1 June 2009 the US government will implement the full requirements of the land and sea phase of its Western Hemisphere Travel Initiative. The proposed rules

require most US citizens entering the United States at sea or land ports of entry to have a passport, passport card

## *Puerto Rico is seizing the moment and expanding its cruise facilities*

or WHTI-compliant document. The passport requirement does not apply to US citizens travelling to or returning directly from a US territory, which Puerto Rico is.

So, while other Caribbean cruise destinations may be concerned about the effects of regulations requiring US

citizens travelling overseas to carry a passport, Puerto Rico has little to worry about. In fact, Puerto Rico is seizing the moment and is expanding its cruise facilities even as its robust advertising >



campaign on network and cable television reaches out to US vacationers.

### **San Juan Waterfront**

San Juan is one of the most enchanting cities in the Caribbean. Rich in history and, in Old San Juan, historical architecture, San Juan is a destination worth visiting. And there is an ambi-

potential and strategic importance of the venture. The plan benefited from the collective wisdom of the past, was built upon the information gained during the Preliminary Plan process, and incorporates the knowledge obtained through comprehensive due diligence efforts.

The project is a comprehensive plan that will literally transform the area,

acres) of a mixed-use neighbourhood defined by old, new, low, moderate and high income properties. It represents 5.8 million square feet of development, 30 acres of public parks and 2.61 acres of civic space and restores over two miles of public waterfront. The San Juan Waterfront plan is designed to energise the Isleta and improve the quality of life for those who live, work and visit the area by integrating all of the neighbourhoods, including Puerta de Tierra and Viejo San Juan, to the Waterfront.

### **Highlights of the project**

- Fine-Grained Block Pattern – aims to integrate San Juan Waterfront development with surrounding areas of Puerta de Tierra, Condado and Isla Grande

- Paseo del Puerto – capitalises on the unique opportunity to create a continuous public water's edge that allows frequent visits by local people and tourists along a generous promenade with many shops, stores and cafés

- Parque Bahía – affectionately referred to as the jewel of the San Juan Waterfront, it will be large enough to support both passive and active recreation. It will be a place for gatherings, concerts and celebrations of all sizes

- Open vistas – dramatic views of the sea, sunrise to sunset, from the heart of the project and for the Puerta de Tierra neighbourhood

- Food market and market plaza – fresh produce and groceries along the Fernández Juncos

- Stops for trams and water taxis – conveniently located in Viejo San Juan, the Convention Centre District and on the San Juan Waterfront

- Cycle paths – fully integrated with streetscape and parks throughout

- Architecture will take advantage of eastern breezes by providing openings between buildings and courtyards

## **The project is a comprehensive plan that will literally transform the area, bringing new life to the city**

tious move afoot to make the Port of San Juan a magnificent gateway to this beautiful city.

The San Juan Waterfront site is located on the southern portion of Old San Juan, next to the San Antonio Canal. The site area is primarily a mixture of commercial, light industrial and residential buildings with commercial properties generally located east and west of the site. Residential properties are generally located north of the site.

The location inspired the planners. The planning process was an extended one, as the planners recognised the great

bringing new life to the city. It will feature attractions such as Paseo del Puerto, a boulevard along the water's edge with dozens of cafés, shops and stores. Parque Bahía, the jewel of the San Juan Waterfront, will be a place for all types of recreation including concerts and carnival events.

### **The vision**

According to the Puerto Rico Ports Authority, the vision for the San Juan Waterfront incorporates 95.8 acres along the San Antonio Canal and consists of 21 blocks (33.10 leaseable/saleable





**The marina will also include a four-star hotel with 240 guest rooms, a casino and 67,000 square feet of ground floor retail**

- Massing – will respect and share views to the water with buildings that are offset to allow views from both upland and waterfront development.

**Land use**

The land use strategies call for the creation of a true mixed-use and mixed income waterfront neighbourhood, outlined as follows:


- A wide variety of new uses including housing, boutique hotels, commercial, recreation, restaurants, cafés and cultural events
- Water activity that contemplates docking for water taxis, recreational craft and yachts
- Integration with the neighbourhood that supports local business, promotes

additional opportunities for home ownership and creates new employment opportunities for residents.

The form of the San Juan Waterfront Neighbourhood will be a comfortable, pedestrian-scaled environment integrated with its surroundings.

**Marina**

The Puerto Rico Ports Authority has selected Island Global Yachting to develop and operate a 96-slip mega yacht marina as part of the new San Juan Waterfront mixed-use development.

The marina will have about 20 mega yacht slips and over 7,400 linear feet of marina. It will also include a four-star hotel with 240 guest rooms, a casino and about 67,000 square feet of ground-floor retail. 



# Excavation of Pacific Access Channel well advanced

*'Caribbean Maritime' continues this series of update articles on progress with the Panama Canal Expansion Programme*

**Three of the initial construction projects in the Panama Canal Expansion Programme were in progress within seven months of the official start of what was being called 'the largest construction project on the planet'. And by the end of 2008 the Panama Canal Authority (ACP) expects to award the most important contract, for the design and construction of the third set of locks.**

Work stipulated in the first contract, for dry excavation of the Pacific Access Channel (PAC) to connect the Pacific Postpanamax locks with the Culebra Cut, was on 31 March estimated to be

about 35 per cent complete. The Panamanian company Constructora Urbana, S.A. finished the clearing of the 146 hectares in order to remove potentially hazardous Munitions and Explosives of Concern (MECs) that may have been left behind following the United States military presence in Panama. The company has excavated and removed 1.9 million cubic metres of materials, mainly from Paraiso Hill, during the first three months of this year.

The Mexican company Cilsa Minera Maria Panama received notice to proceed to implementation of the second contract of the Pacific Access Channel

*Work in progress at Paraiso Hill on the first phase of the Pacific Access Channel*





on 19 December last. They mobilised most of the equipment needed at this time and have so far excavated 44,000 cubic meters of materials. The company of Mexican industrialist Carlos Slim will excavate and remove 7.5 million cubic meters of materials, build 1.5 km of road and 3.5 km of the river diversion channel, under this second contract by October 2009.

**Awarded**

On 1 April the Panama Canal Authority awarded the contract for the dredging of the Pacific entrance to the Belgian company Dredging International. This is the third and largest canal expansion contract awarded so far. Having submitted the lowest bid proposal, Dredging International was selected over the two other bidders, Boskalis International BV and the alliance Jan De Nul NV/Van Oord Dredging and Marine Contractors BV.

**Dredging International will have to widen the navigation channel at the Canal’s Pacific entrance to 225 metres and dredge to 15.5 metres below the mean of the low water springs**

Dredging International will have to widen the navigation channel at the Canal’s Pacific entrance to 225 metres and dredge to 15.5 metres below the mean of the low water springs. It will also have to dredge the southern access to the third set of locks in the Pacific as well.

“After the most recent award of the



*One of a dozen blasting operations at Paraiso Hill, where the goal is to reduce it from its original 136 metres to 46 metres*


9.1 million cubic metres dredging contract, I must say that the programme advances at a good pace and within the established timeline and budget,” said Jorge Quijano, ACP’s executive vice

president of engineering and programmes management, charged with the Canal Expansion Programme. After the pre-bid conference held between the Panama Canal Authority and the four consortia prequalified to submit proposals for the design and construction of the third set of locks last March, the authority granted a 47-day extension for the proposal submission, until 8 October 2008. In December, the Panama Canal Authority expects to award the contract to one of the consortia interested: C.A.N.A.L.; Atlántico-Pacífico de Panamá; Bechtel, Taisei, Mitsubishi Corporation; and Grupo Unidos por el Canal.

Mr Quijano is anticipating challenges ahead, especially with the locks design and build tender and subsequent execution of this, the largest contract of the expansion programme.

**Diligently**

“After receiving many comments from the four prequalified consortia including requests for extension to submit their proposals, we have made substantial adjustments to the request for proposal document and have allowed additional time for preparation of tenders. This effort should yield better technical and price proposals,” he said.

“Concurrently, our engineers are working diligently in developing the design for a third dry excavation contract which we expect to tender in June of this year. We are also working on the design of the Atlantic entrance dredging contract, which will require some 14 million cubic metres of material to be dredged. We expect the latter tender to be published in the last quarter of 2008.” 



**Excavations made by Cilsa Minera María Panama as part of the second Pacific Access Channel contract**



# *International expertise is Region's number one import*

By Gary Gimson

**S**uddenly – or so it would seem – most of the top ports and container terminals in the Caribbean, as if by some strange magic, are now controlled by operators from beyond the Region.

In what seems like the blink of an eye, one port or terminal after another seems to have fallen under the spell of a world-scale operator such as APM Terminals, DP World, Hutchison Port Holdings or SSA Marine. Of course, it isn't quite like that. The process has been gradual rather than instant. But the pace of these contracts has quickened of late as the global operators tighten

Caribbean ports could not hope to compete for more than their own domestic cargo in an increasingly global market.

Perhaps the best examples of this phenomenon are Kingston Container Terminal, where the Danish company APM Terminals is now in control for the next five years; Caucedo, in the Dominican Republic, run by DP World; Manzanillo International Terminal, where the American company SSA Marine calls the shots; and, in the wider region, Hutchison Port Holding in Freeport, Bahamas. These ports are among the top six by volume, thus illustrating that,

both sides can quickly call it a day if things don't quite work out. It is worth noting, however, that the government of Trinidad and Tobago had originally wanted a joint venture deal rather than management tie-up.

## **Consultancy**

Also in Trinidad, the Point Lisas Industrial Port Development Corporation Ltd (PLIPDECO) contracted in 2007 the services of SSA Marine to provide port consultancy services at Port Lisas.

Similarly, Barbados Port Inc looked to a Canadian firm, Seaports Consultants, for help on specific projects.

There are signs, too, that non-Regional involvement extends beyond the mega container operations to less high-profile ports. In 2007 Mayagüez – only the third-largest port in Puerto Rico – was handed over to the Holland Group. This group, which also includes the Port of Rotterdam, has been granted a 30-year concession to develop and operate the harbour.

Yet, across the island, the giant Rafael Cordero Santiago Port of the Americas project in Ponce is set to open under local control – at least for the time being. In fact, it is one of the few major container terminal projects in the Region to eschew outside investors or expertise.

It will be interesting to see whether the Port of Americas is able to buck the trend or is swallowed by a rapacious global operator – before or after it opens.

## **The management of ports – and container terminals in particular – has apparently become too global, too technical, too capital-intensive and even too incestuous for local Caribbean players**

their grip on the Caribbean transshipment market.

The management of ports – and container terminals in particular – has apparently become too global, too technical, too capital-intensive and even too incestuous for local Caribbean players.

So is this good news for the Region? And is the Caribbean any different from other parts of the world in experiencing the effects of globalisation? It would seem so. Quite simply, without outside expertise and foreign investment, most traditional state-funded

if you want to be big, you had better let the global players take charge.

In addition, there is a second level of foreign involvement in well established Caribbean ports in the form of consultancy work and short-term management contracts.

Perhaps the most notable of these arrangements is Portia Port Management's three-year contract in Port of Spain. It is an arrangement where neither party – the government nor the outside management company – is locked in for the long haul and where



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# Cartagena invests in major new container facilities

**THE OUTLOOK is bright for the Port of Cartagena, which is looking to handle more than 1 million teu of containers per year in the near future.**

At the end of 2007 the port said it was expecting to handle 900,000 teu in 2008. Ten years ago it was handling just 230,000 teu.

Five new rubber tyred gantry cranes (RTGs), stacking six high, have been in operation since March at the SPRC terminal.

Meanwhile, work continues on what Colombians refer to as 'the Caribbean's dream terminal' at SPRC's Contecar facilities.

The first phase of this US\$ 180 million project commenced on schedule earlier this year with an extension of 212 metres of quay line, the acquisition of three gantry cranes and 10 more RTGs expected to arrive from China by mid 2008.

This is all part of a US\$ 400 million long-term plan to enable the terminal to handle 'new panamax' container-ships of 12,000 teu capacity by 2012.

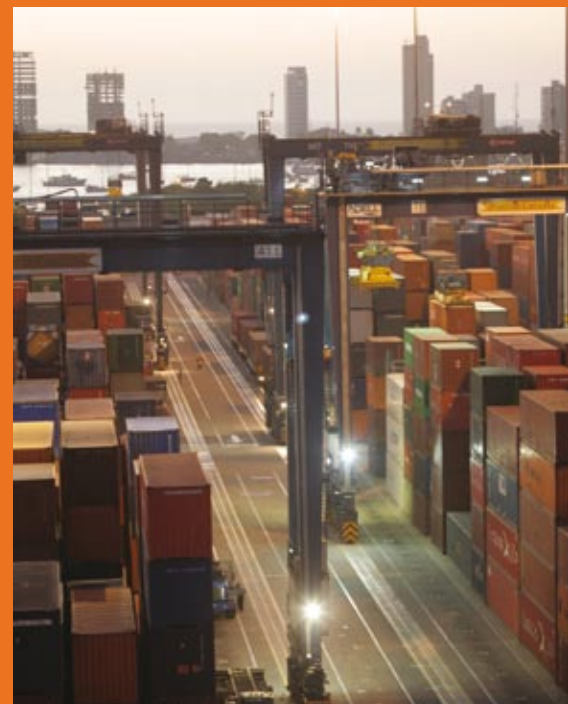
The port will also be looking to offer productivity rates of 250 to 300 container movements per vessel per hour.

Cartagena is fast becoming a key centre for logistics and distribution as well as a major tourist destination. It is also a transshipment hub, linking 432 ports in 114 countries.

## Transshipment

Transshipment volumes have grown steadily in recent years, accounting for 36 per cent of total container throughput in 2004 and 43 per cent in 2007. In addition, Cartagena has a high level of domestic trade, making it very convenient for transshipment business. Shipping lines find it more efficient to transfer their containers in Cartagena, where there is a high level of Colombia-bound cargo, rather than using other hubs where domestic demand is lower.


Nearly 60 per cent of the port's total transshipment traffic is accounted for by Hamburg Süd (including the recently



acquired CCL), which uses Cartagena as its main Caribbean hub, along with CSAV and CCNI. Cartagena is also used by the world-class carriers CMA CGM and Hapag-Lloyd as a secondary hub port.

## Productivity

With continuous growth, the terminal has been striving to deliver improved services and increased productivity to vessels through the use of information technology (IT). The port has introduced more strategic measurements – Navis-Sparcs software, for example. Real-time information and optimisation tools such as Expert Decking and Prime Route have been among the keys to success.

In the past decade, Cartagena's container volumes grew at an annual rate of 18.5 per cent – better than the world average. At this rate, Cartagena is expected to handle 4 million teu in the next 15 years. 





# Suriname port expansion will benefit economy

By Ivan Cairo

**In the midst of a major rehabilitation and expansion of Nieuwe Haven port, Suriname's port authorities report an increase in container handling for the seventh consecutive year. For imports, company statistics indicate a rise from 16,796 teu in 2001 to 35,088 teu in 2007. Exports reached 10,954 teu compared with 3,379 in 2001. Breakbulk imports, however, showed a decline from 310,254 tonnes in 2001 to 229,896 tonnes in 2007. Breakbulk exports were down from 29,265 tonnes in 2001 to 11,656 tonnes in 2007.**

"These statistics show certain growth in the Surinamese economy and development of the Nieuwe Haven Port," said Guno Castelen, director of commercial affairs, planning and development. He said that, while consultants had projected cargo growth of two per cent annually, the target of handling 40,000 teu in 2008 had already been reached.

"We have realised a tremendous growth in the port and currently we have to handle more cargo in the same allotted time and in doing so we have to operate more efficiently."

With plans under way to deepen the Suriname River, Mr Castelen expects more

volume per vessel for the Nieuwe Haven port, especially as significant projects in agriculture, mining and other sectors are to commence. These activities would lead to more cargo being forwarded to the port for processing, he said.

"We expect more cargo ships, but at the same time we don't want these vessels to lay too long at the docks and therefore have to increase our processing capacity and efficiency."

In order to increase capacity, Suriname Port Authority is negotiating with

said Mr Castelen. "We want to create jobs for the local communities and boost economic activities in that region."

## Bauxite


Meanwhile in anticipation of future bauxite mining activities in West Suriname, the port management is seeking to take over the port facilities in Apoera managed by state-owned mining company Grassalco. According to the port official, discussions with the authorities on this matter have already started. For the West Suriname region,



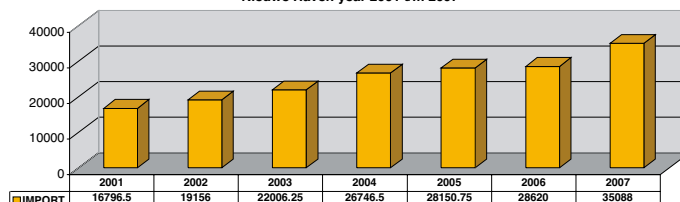
the European Union. The entire port is undergoing a major overhaul and docking facilities will be expanded by 80 metres. The expansion projects also include a new reefer station, power plant, container inspection and repair unit and industry zones.

## Projects

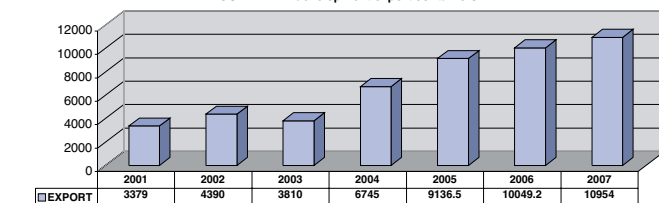
At the same time, several other development projects are being implemented that will cost a total of US\$ 60 million. Among other things, Mr Castelen referred to the rehabilitation of the Nickerie Port, construction of a cruise ship facility, an impact study on deepening of the Nickerie River and development of industry zones near the main port in Paramaribo. These additional projects will depend, among other things, on the securing of suitable financing.

Mr Castelen said the National Port Authority was enabling itself to absorb the growth in various economic sectors as it positioned itself to facilitate growth in the economy of Suriname. 

Container development import containers in teus  
Nieuwe Haven year 2001 t/m 2007



CONTAINER development export containers



counterparts in neighbouring French Guiana.

"We are looking into the possibility to develop industrial sites and industrial activities around the future port in the Albina region in a bid to prevent migration of people to the French side,"

the focus is on spin-off activities from the mining sector. Mr Castelen said rehabilitation and expansion projects at the Nieuwe Haven Port were continuing "progressively". This project, estimated at Euros 33.25 million, is being financed partly by

# US\$ 250m plan to transform Mariel into transshipment hub

**Dubai Ports looking to invest in Cuba**

By John Collins

**DUBAI PORTS is negotiating with the Cuban government to invest \$250 million in converting the Port of Mariel into a modern container port. Larry Luxner of Cuba News, who recently conducted a survey of Cuba's ports, reports that a feasibility study has been commissioned.**

Mariel is 24 miles west of Havana, 106 miles off Florida's Key West, 231 miles from Miami and 577 miles from New Orleans. It is famous as the origin of the Mariel Boat Lift in 1989 in which tens of thousands of Cubans fled the island.

Negotiations are being watched closely by the shipping industry because of the changes expected to

for sugar and cement.

The largest ports in Cuba are Santiago, Havana and Cienfuegos in that order. A renovated Mariel could relieve congestion in the Port of Havana.

According to the Washington-based Caribbean Central American Action there are 70 ports in Cuba including eight major ports, seven secondary ports and 35 minor ports. Havana currently handles about 60 per cent of cargo shipments. Major southern ports, including Santiago, handle primarily oil, cement, containers and general cargo. Guantánamo handles bulk sugar and general cargo. Cienfuegos handles oil, cement, fertilisers and general cargo.

tics account for about 30 per cent of both employment and gross domestic product.

Tourism is a principal generator of hard currency earnings and employment for Cubans but is concentrated mainly in all-inclusive resorts in beach areas. At one point Cuba went after cruise ships, but eased off after some cruise lines were pressured by the US government. Cubans were said to be dissatisfied with merely supplying water to the cruise ships and relieving them of their garbage.

Should the US embargo be lifted, it could result in US firms exporting significantly to Cuba. At present, firms exporting agricultural items obtain approval on a case-by-case basis for shipments to Cuba, but Washington is being lobbied by farm states to lift the restrictions so they can supply Cuba's markets.

Cubans with access to hard currency remittances from relatives in the US can obtain a great variety of US goods in Cuba. These US exports are supplied by state-controlled outlets which, ironically, received their US products through third countries including Canada, Mexico and the Dominican Republic. [xii](#)

## Cuban port could be a consolidation and transshipment point for cargo into and out of the US

occur following the retirement of Fidel Castro – especially if the United States embargo of Cuba is lifted by the next US administration.

Should the embargo end, Mariel could serve as a consolidation and transshipment point for cargo into and out of the US. Since the collapse of the Soviet Union in 1989 and the downsizing of its sugar industry in the 1990s, Cuba has experienced severe economic displacement.

Mariel, for example, used to handle 400 ships a year in its heyday, but by 2001 the volume had declined to only 100,000 tonnes or just four per cent of its volume in 1980.

The Mariel channel is 50 to 60 ft deep and the harbour has a maximum draught of 31 ft. It is now used mainly

Other ports include Matanzas, which handles oil, chemicals, sugar and general cargo. Nuevitas is dedicated to oil, cement, fertilisers and ammonia. Cárdenas handles sugar, rum and molasses.

Cuba has a land area of 42,803 square miles and an estimated of population of 11,382,820. For decades its economy has been directed and controlled by the state and it is not easy to get reliable statistics on production or trade. Sugar, tobacco and nickel are key exports.

Despite the embargo, Cuba is experiencing significant foreign investment. There is a trend toward more private sector employment. Industries such as mining, construction, biotechnology and pharmaceu-





# Guyana – bridging a trade gap

**T**HE CONSTRUCTION of a floating bridge across the Berbice River, in one of the most important commercial regions of Guyana, has begun and is moving apace.

The Berbice River Bridge is expected to be completed by October 2008. When opened, it will be a sig-

nificant landmark, literally and metaphorically. It will greatly enhance the flow of cargo and commercial traffic between the two counties, Berbice and Demerara. The 1.55 km long floating structure will stretch from Crab Island on the eastern bank of the river to D'Edward on the western bank. With the

D'Edward-Crab Island connection identified, an investor has already expressed interest in establishing an oil refinery on Crab Island.

### **Consortium**

The bridge is being built by a European consortium comprising the Dutch firm Bosch-Rexroth and the internationally renowned British bridge-building company, Mabey Johnson. They are using a design similar to that of the Demerara Harbour Bridge, except for some technological variations. It is expected to cost about US\$ 40 million.

Waterways are the most feasible means of transporting bulky cargo over long

with the anticipated corresponding development of the interior regions of the country, the demand for water transport is fast becoming a focus for the local authorities.

The infrastructure that supports water transport in Guyana is alongside the three main rivers: the Essequibo, Demerara and Berbice. In addition to the wharves and stellingas that provide coastal and inland riverine linkages, there are facilities for handling the country's overseas and local shipping needs. The main port, Georgetown, at the mouth of the Demerara River, has several wharves, most of them privately

## **These projects hold exciting prospects for boosting the economic development of Guyana through integration with its South American neighbours**

distances. This is especially true in Guyana, where the road infrastructure is not yet fully developed to cope with high volumes of traffic across this huge country. With the decentralisation of economic activity now being proposed by the Guyana government, and

owned. Draught constraints limit the size of vessels using Georgetown to 15,000 dwt. Recent improvements in the Berbice River channel have made it possible for Guyana to accommodate ships of up to 55,000 dwt.

Another bridge is in an advanced stage of con-

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struction. Work began in the third quarter of 2006 on the 1,570 metre Takutu Bridge, spanning the Takutu River. This bridge will facilitate trade and contacts between Guyana and Brazil. The approach roads from Lethem and Bon Fim – in two lanes with a width of 7.35 metres – are being built by the Brazilian military, with completion scheduled for August 2008. On completion, it will allow movement of unitised cargo and other commercial traffic from the northern states of Roraima, bound for the Caribbean, North America and Europe, through Guyana.

A pre-feasibility study is being conducted by the UK-based consultancy firm Mott McDonald for a road link between Lethem and Linden. One of its terms of references is to search for financing to upgrade the roadway, which is currently a

laterite road.

These projects hold exciting prospects for boosting the economic development of Guyana through integration with its South American neighbours. They will facilitate expansion of markets and increase the competitiveness of Guyanese products, thus presenting opportunities for the development and upgrading of ports in Guyana.

### Strategy


Guyana's national development strategy proposes an inter-connected road system to be established by the year 2010. This network is intended to allow access by road to the neighbouring countries of Brazil and Venezuela; to reduce costs in the country's timber and natural

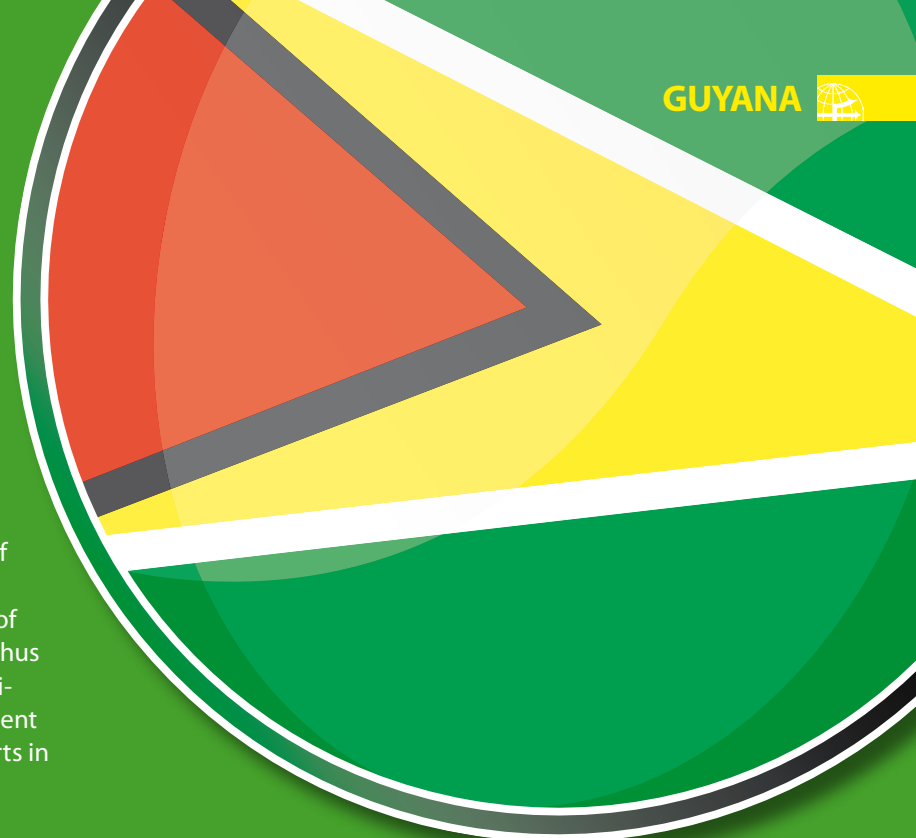
resource areas so as to make them more competitive in international markets; to diversify agricultural development by providing more accessibility to farming areas in the hinterland, particularly in the Intermediate and Rupununi savannas; and to relieve the overcrowded

coastland of a significant proportion of its population in an attempt to improve the quality of life of the inhabitants of both the coastal and interior areas.

It is also intended to make more feasible the equitable distribution of economic activity, not only in the agricultural sector but also in the manufacturing and small industries sector.

### Intention

In addition, it is the government's intention, according to the national development strategy, to construct high-span bridges across the Demerara River at the same site as the Demerara Harbour Bridge and upstream of the Berbice River. There are plans for a series of bridges and causeways linking the islands in the estuary of the Essequibo River and another high-span bridge across the Essequibo River. Other plans include a deepwater harbour at the mouth of either the Essequibo or the Berbice. 



*The Berbice River Bridge alignment pictured in early March this year. In this view, facing west, the D'Edward Sluice and the approach road can be seen in the distance*

Photo: Omatat Samaroo

# CSA members can benefit from collaboration with Puerto Rican university

**The Memorandum of Co-operation signed in October 2007 by the Caribbean Shipping Association (CSA) and the Pontifical Catholic University of Puerto Rico (PCUPR) in Ponce allows co-operation and collaboration in a number of areas. One of these is the establishment of new training and educational programmes for CSA members and affiliates.**

According to Jaime L. Santiago Canet, Dean of the College of Business Administration, the PCUPR has a strategic alliance with Maine Maritime Academy (MMA), one of the leading maritime colleges in the United States. This alliance was established in 2006. The CSA will also benefit from an alliance between Maine Maritime Academy and PCUPR.

The Pontifical Catholic University of Puerto Rico

offers degree and non-degree courses for CSA. This includes continuing education, professional certificates, master and doctoral level degrees.

## Diploma

Students registered as continuing education courses obtain a diploma at the end of the course. Those registered in credit granting courses can obtain academic credit towards the profes-

sional certificate, the master or the doctoral programme offered at the Ponce Campus of the PCUPR.

Courses can be taken in different regions or areas via video conferencing originating from the PCUPR, says Dr Santiago.

For more information, contact Dr Santiago Canet, Dean of Business at the Pontifical Catholic University of Puerto Rico, at: [jsantiago@email.pucpr.edu](mailto:jsantiago@email.pucpr.edu)

## Fourth gantry crane for Port of Spain, Trinidad

**The Port of Port of Spain received a new post-panamax Liebherr gantry crane on 13 February. Work began in mid February on assembling this crane and it was scheduled for commissioning in mid April.**

Berth 7 and yard were out of use for cargo handling and shipping while the new crane was being assembled and commissioned, leaving about 350 metres of quay space remaining at berths Nos 5, 6, 6E, 6W for vessel berthing. The stacking area was progressively brought back into service as the new crane was erected.

In order to meet the demands of larger vessels calling during the

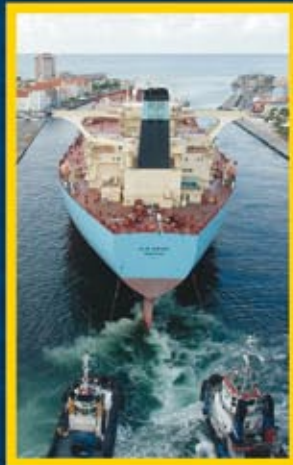
period of assembly, and to create more berthing flexibility, the existing post-panamax gantry, No 3, was relocated

between the smaller gantries Nos 1 and 2 by taking the crane off the rails and repositioning it.





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# High cost of combating terror

By Stephen Bell

**The fight against terrorism is a global one in which the member countries of the Caribbean are quite intricately involved. We in the shipping industry are acutely aware of the fact that, because of our close proximity to North America, terrorists are likely to see Caribbean ports as a good point from which to inflict havoc on the USA.**

It has also been extensively documented that the threats we face today are quite different from what we experienced 10 years ago. In our case, ships can be viewed as a platform for attack or as a weapon itself.

Faced with this and other

**The ports of the Caribbean are now faced with the challenge of 100 per cent scanning. How can our small countries finance this cost in addition to all the other requirements that we have to maintain?**

realities, the countries of the Caribbean have to remain at the cutting edge of security technology, even as we try to remain competitive in this global market. To do this, we have to continue to develop the infrastructure of our ports as well as enhance our technology to keep pace with this ever-changing industry. Given the catastrophic events of 11 September 2001 as well as other terrorist attacks, it is

now commonplace to have not a person but an entire department dedicated to security practices.

Terminals in the Caribbean continue to invest in updated technology and we now note terminals using hand-held technology to manage the discharge process for both ro-ro and lo-lo operations. Stackers are fitted with mobile display units for immediate recording of containers moved by these machines. Terminals are now monitored by closed circuit television and personnel have to display at all times proper identification to enter secure areas. We have also seen the installation of gamma ray scan-

ners for containerised cargo.

Despite all the Region is doing, there is still concern. The Caribbean is made up of small, poor countries trying to keep pace with the demands of buying extremely expensive technology for security purposes or otherwise face the reality that ships and cargo passing through our ports will not be allowed to enter the United States. Here we are talking about some 360

Regional ports, 95,000 miles of coastline, 25,000 miles of navigable waterways and 4,000,000 miles of exclusive economic zone. Given these numbers and our relatively weak economies, we must ask whether this is an equitable situation?

## Challenges

How does the USA, given all the recent regulations and laws, begin to secure its borders?

Can this be done effectively, taking into consideration such challenges as:

- Limited crew with a focus on safety of navigation and cargo operations
- Broad range of ports and routes with irregular frequencies
- Broad range of cargo types with potential for terrorist acts.

The ports of the Caribbean are now faced with the challenge of 100 per cent scanning. How can our small countries finance this cost in addition to all the other requirements that we have to maintain? To say this is an onerous task is a gross understatement. And the costs involved are having a stifling effect on the economies of our countries. It has been said that, unless new technology is developed within the next five years, the 100 per cent scanning will have a direct impact on world commerce. It has also

been pointed out that, aside from the acquisition and operational cost of expensive imaging equipment, technical and infrastructure shortcomings mean that efforts to line up and scan more than 11 million USA-bound containers per year will lead to crippling congestion at ports and will actually force shippers to spend more money on inventory. The question that remains unanswered, but is whispered in the corridors of the global market, is what will be the impact on world commerce if other countries respond by also demanding that all export containers from the United States be scanned? What happens at that point?

The question facing the Region is how can we afford to pay for the new security measures and, more critically, how would we finance the maintenance cost of this operation?

## Concern

This is of grave concern to us, because some Caribbean countries are so small they could perhaps fit inside some container terminals around the world. Some are so small, their gross domestic product – the total amount of goods and services produced – is less than the corporate budgets of some companies in the North. Yet we are expected to meet the same requirements and standards and to purchase technology at the same

price with basically the same terms and conditions as the rich industrialised nations.

In the Caribbean we might not have the equipment, but we do believe that an important part of the security machinery that seems to be overlooked is the training of our employees. Training remains a major concern of the CSA and, like many before him, our current president, Fernando Rivera, has made this a priority of his presidency.

- We must continue to develop our human resources
- We must continue to train our people so that they are as effective as possible

- We must continue to train our employees so that they can deliver efficiencies and fully exploit the potential of the systems and equipment in which we have invested so heavily

- We must continue to increase their knowledge and hone their skills so that we get the maximum returns on investment. Even if we have the best equipment in the world, if we do not know how to operate it efficiently then it is of little use to us.

This matter of human resource development seems often to be pushed on to the back burner. This is

a mistake. If our employees are properly trained to be more aware, more in tune with what is required, note what is out of place and what is not being done correctly, then we are ahead of the game.


### Aware

The CSA is aware of this and through our training programmes as well as working with our regional partners we continue to expand the various training options that are essential to achieving the highest level of efficiency and excellence in service.

The CSA and the regional maritime sector remain aware of the challenges

that are ahead and we are striving to meet them. The concerns are not only about security. There are trade implications as well. Ministers of Commerce must have discussions with Ministers of Transportation. There must be ongoing discussions with Caricom to seek financial as well as technical assistance.

### Integral

The transport industry is vital for many countries in the Caribbean. If the idea is to combat terrorism globally, then it is imperative that we come together and, more importantly, work together. 

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# Driving maritime development with IT solutions



By Frances Yeo

**I**ncreasingly, the growth in international shipping is being driven by information technology. It's as if we were riding the crest of a huge wave.

The advanced technology of the fax machine, which made a glorious entry just a few decades ago, has been all but replaced by a far more sophisticated information technology that has made the shipping business more precise and more efficient.

Terminal management today relies heavily on information technology (they now just call it 'IT') for wharf information and container tracking. Similarly, shipping agents depend on IT to drive their management systems. There is also a need for companies to communicate electronically not only by email but through EDI, which offers information on a real-time basis.

While many solutions are available,

applications have been developed within the Caribbean to meet the needs of regional shipping agents. These applications are compatible with software used by international shipping companies and lines which allow data to be transferred from one system to another.

Major players in Jamaica's shipping industry are using IT to transform their business and improve operations.

Christine Johnston, marketing manager of Jamaica Freight and Shipping, said: "Before AGIS, our operations were manual. It was difficult to keep track of shipments that were not validated and this hindered follow-up and serving our clients 100 per cent. AGIS has brought great efficiencies to our operation, especially in the areas of freight, electronic data transfer to Customs and other entities and in managing our market."

She said Jamaica Freight was better able to customise reports and the business intelligence aspect of the software had become an essential tool in the company's planning process.

"AGIS has put us in a good position to benefit from the introduction of other IT initiatives, including a port community system," she said.

The Agency Information System (AGIS) developed by Jamaica's Port Computer Services (PCS)\* is used by a number of shipping agencies to run their operations. AGIS enables shipping agents to upload EDI manifest information received from shipping lines and generates EDI information required by Jamaica Cus-

toms and the wharf companies.

It incorporates other functions including inventory and customer billing and provides reports for marketing strategy and day-to-day management.

Companies that use AGIS have realised benefits such as:

- Quicker turnaround time for filing Customs documentation
- Speedier processing of customer transactions
- Elimination of manual billing methods
- Reduction in time taken to find cargo information for customers.

AGIS has also been integrated with various accounting systems such as AccPac and Peachtree, making reconciliation more accurate and reducing data entry.

Jamaica has benefited tremendously from its expanded use of this technology. IT has brought several Jamaican agents into a new age and has positioned them to benefit from opportunities in the global market as they are able to function and deliver on an international platform.

Major users that have benefited from implementing AGIS include Port Contractors, established in 1974; Jamaica Freight and Shipping, which started business as the Jamaica Fruit Company in the 1920s; and Gateway Shipping.


Paula Pinnock, managing director of Port Contractors and CSA Silver Club member, admits to being a convert.



"As one of the earliest users, I'm a big advocate of AGIS," she said. "It is good front-office software for the shipping industry and agencies in particular."

The efficient port or agent is the one

tools are essential to today's shipping industry. CRM software enables the company to track customers by the service that they require and other data that can drive marketing decisions.

responsive to customer needs. With customer relationship management solutions, we can monitor our stakeholders' issues and provide excellent customer service. Ultimately, this allows us to grow revenue, enhance public perceptions and trust and foster development of the port as a resource that adds significant value to the community." 

## **Major players in Jamaica's shipping industry are using information technology to transform their business and improve operations**

that best utilises existing data on customers, products and services to drive its business and compete successfully. As the maritime industry in the wider Caribbean continues to move towards becoming a global transshipment and logistic hub, partnerships must be established with service providers that offer relevant IT products, services and support.

Customer relationship management (CRM) and business intelligence (BI)

Business Intelligence is fundamental to sound financial decision-making.

Employing these applications in an operation would enable members of the Caribbean maritime industry to compete globally. The hosted solutions that are available make these applications extremely affordable as customers pay a monthly usage fee.

Bruce Hollingsworth, president and CEO of the Port of San Diego, said: "Driving world-class excellence is about being

*\*Port Computer Service (PCS) provides hosting and monitoring services on AS400 and Windows platforms. It also offers the Microsoft applications as hosted solutions. This enables small and mid-sized operations to access the best in technology at affordable rates and with an extensive support system. Contact: pcs@portsofjamaica.com*



# David Harding accepts chair at Barbados Port Inc

**CSA Past President David Harding is again in the NEWSMAKER spotlight. He has been appointed chairman of Barbados Port Inc. His appointment took effect on 11 March 2008.**

Barbados Port Inc operates and manages the Port of Bridgetown as a commercial enterprise

David Harding brings a wealth of knowledge and experience to the post. He has been the longest-serving president of the Shipping Association of Barbados, having served three terms as president. He was President for 11 of the first 25 years of the Association.

No stranger to his new portfolio, David Harding was a director of the state-owned Barbados Port Authority during the political administrations of the Barbados Labour Party (BLP) between 1981 and 1986 and the Democratic Labour Party (DLP) in 1989-1994. In fact, he was a director of the board that presided over the rationalisation of the Bridgetown Port in 1991-1992.

As he recalled in an exclusive interview for 'Caribbean Maritime' last year: "I was one of the architects of the rationalised port along with the then and still current CEO Everton Walters and the late Edmund Harrison, who was the chairman at the time."

Immediately following

that rationalisation programme, the Port of Bridgetown won the Caribbean Port of the Year Award. In fact, the port went on to win this Region-wide competition six times between 1993 and 2005.

## Career

David Harding is a Caribbean authority on maritime transport. He started his career in shipping in 1966 as a clerk with DaCosta and Musson Ltd, part of the Barbados Shipping and Trading (BS&T) conglomerate. Three years later he was appointed operation manager at the Barbados office of Bookers Shipping, of Liverpool, and in 1971 took over as operation manager at the Bridgetown office of Ocean Trading UK Ltd. He served as master stevedore (in training) with H.V. King Stevedoring Ltd, stevedoring manager and senior director of the Niblock Group of Companies, a Barbados concern, before establishing his own firm, Sea Freight Agencies (Barbados) Ltd, in 1988. Sea Freight Agencies was to become one of the most successful liner agencies in Barbados and the Caribbean.

David Harding has had extensive hands-on experience and training in his rise through the ranks of the shipping industry. In his 40 and more years in the business, he has seen it all and has done most of it. He has seen the shipping industry




in his own country evolve into a relatively efficient and sophisticated subsector of the national economy.

## Visionary

As President of the Caribbean Shipping Association from 1997 to 2000 he displayed the kind of visionary leadership that Barbados Port Inc will now enjoy. It was on David Harding's Presidential watch at the CSA that the annual CSA exhibition Shipping Insight was established. In fact, he was the first to grasp the new concept proposed for the CSA website and, through capable leadership, got his colleagues to understand and support an initiative that ultimately saw the CSA establish one of the most successful member-

ship association websites in the Region.

In acknowledging David Harding's appointment as chairman of Barbados Port Inc, CSA President Fernando Rivera said the decision that had led to this was "an inspired one". The letter from the CSA President said, inter alia:

"The decision to appoint you to this office is an inspired one. Your worth and capabilities are well known in the Caribbean Shipping Association, having led the growth of this Association, as President, from 1997 to 2000. We are therefore confident that your vast knowledge of the shipping industry and the wider Caribbean will similarly stimulate development and growth in your country." 



## Trade and aid pact

**T**he 15-country Caribbean Community (CARICOM) will begin negotiating a new trade and aid pact with Canada by mid-2008. Canada has urged CARICOM to begin discussing updates to the more-than-10-year-old CaribCan agreement. Canadian Prime Minister Stephen Harper is said to have proposed an aid package worth US\$600 million over 10 years. Caricom should be ready to begin talks in June after completing a trade and aid pact with the EU, the bloc's secretariat stated. Caribbean negotiators have been holding informal talks with a Canadian parliamentary team. The Caribbean-Canada Trade Agreement known as ("CAR-IBCAN") is a Canadian government programme, established in 1986. The agreement aims to promote trade, investment and provide industrial cooperation through preferential access of duty-free goods from the countries of the Commonwealth-Caribbean to the Canadian market. Features of the agreement include: seminars for Caribbean businesspersons to learn about developing their products in the Canadian market; programme to expand export capabilities by Caribbean businesses; and, the assistance of the Canadian Department of Industry and Technology in the Region for regional trade commissioners with the aim of trade promotion efforts to the Canadian market.

## Bids open for new port

**T**he Mexican government was preparing to open bidding for what has been described as the largest infrastructure project in that country's history. The country plans to build a US\$4 billion seaport that could transform the farming village of Punta Colonet into a cargo hub to rival the ports of Los Angeles and Long Beach. Initial projections are putting the cost at around US\$ 4 billion. The plan is for it to be completed by

2014. This port would be the key to a new shipping route that would link the Pacific to America's heartland. Containers from Asia would be discharged on Mexico's Baja California peninsula, 150 miles south of Tijuana. From there they would be moved by rail to the United States. Mexico's transport ministry is expected to release the request for proposal in June and hopes to select a winner by summer 2009.

## New port for T&T

**T**rinidad and Tobago's (state-owned) National Energy Corporation (NEC) has begun construction of a \$105 million port to service the Essar Steel HBI and downstream plants, as well as the Westlake Polyethylene Complex. Both plants will be located at Savonetta, on lands formerly owned by Caroni 1975 Limited. The harbour and dock which will be located south of Point Lisas is expected to be completed by the last quarter of 2009. The annual turnover at the new dock is expected to be about four million metric tonnes of iron ore to be used by Essar.

## Refinance plans for PAJ

**T**he Port Authority of Jamaica's (PAJ) debt burden is reportedly "overpowering its balance sheet" and the expectations are that its long-term loans will increase 46 per cent, from J\$ 21.8 billion to just under J\$ 32 billion. Long-term loans climbed from J\$ 13 billion to J\$ 18 billion at March 2007. According to the PAJ, added liabilities this year were for the most part linked to the Falmouth cruise-development project. The PAJ plans to refinance US\$ 143 million (J\$ 10.15 billion) of the loans on its books this year by either replacement of current debt with cheaper loans, or extending the maturity profile of the debt on its books. Last year, Kingston's throughput fell to 1.8 million teu, from 1.98 million the previous year. The PAJ credited this decline to business cycles and that most ports at some point will experience a reduction in business.

## Atlantic crossing

**P**rincess Cruises, one of the world's largest cruise lines will withdraw two of its largest ships from Caribbean service next year to take advantage of a boom in the United Kingdom (UK) cruise market. The Crown Princess and the slightly smaller Grand Princess will be moved to the company's homeport of Southampton, on the south coast of England in 2009. The Crown Princess has a capacity of 3,080 and will now have itineraries

around the British Isles and to Iceland and the Norwegian Fjords, while the Grand Princess which can carry as many as 2,600 passengers will sail the Mediterranean to boost capacity by 40 per cent. The two will be replaced in the Caribbean by the smaller Sea Princess which previously operated out of Southampton. Predictions are for a five per cent decline in Caribbean cruising in 2009 and a record-breaking year for Southampton's cruise industry.



# In the name of safety, give that information

By Harry Lux

**THERE IS AN old saying that shippers have used for years when dealing with carriers: “I never needed to furnish my last carrier with that information.”**

When do they use that line? When the carrier asks for the full hazardous material shipping information, required to legally ship their products.

Carriers realise that shippers generally are not resisting the furnishing of the information just to save time or money. In many cases it is the result of some carriers and/or freight forwarders

**Often, governments who do not have their own regulations fail to realise they need to be enforcing the international standards for shipping hazardous materials**

who, over the years, had accepted hazardous material shipments without the correct paperwork, placarding and even loading compatibility.

Yes, there were – and probably still are – a few who saw profits as more meaningful than compliance.

Other contributing factors may be that some governments do not have their own regulations for shipping hazardous materials – or the staff to enforce the international regulations. Look at your own government today. Do you have rules governing hazardous material shipments? Who regulates a hazardous material shipment travelling your city streets or airports or seaports? What rules do they follow and who audits for compliance?

Often, governments who do not have their own regulations fail to realise

they need to be enforcing the international standards for shipping hazardous materials.

Non-compliance therefore is a combination of factors, such as complacency, lack of knowledge, lack of regulations and lack of enforcement as well as monetary gain.

It is a new world since terrorists started using many of our basic hazardous materials as ‘weapons of mass destruction’. To most shippers, these basic hazardous materials are just commodities they sell or use in their daily lives. To terrorists, they may be the ingredients to create disastrous concoctions. That is why we need the regulations and why we must enforce them.

## Concern

Another concern is for persons handling hazardous materials during the shipping process. If something spills or leaks, how would the responders know what to do if they did not know what the material is or how to find out what chemicals it is made of? Again, the regulations set the shipping requirements and, like it or not, we would not have any control without them.

Whenever shipping hazardous materials, shippers are required to describe the hazardous materials on a transport document which contains the following basic information:

1 Name and address of the consignor and consignee.

2 UN number. Dangerous goods are assigned UN numbers according to their hazard classification and their composition

3 Proper Shipping Name. Shipping names in the Dangerous Goods List or the Hazardous Material Table are of the following four types:

(I) Single entries for well defined substances or articles (for example, UN 1090 ACETONE)

(II) Generic entries for well defined groups of substances (for example, UN 1133 ADHESIVES)

(III) Specific NOS entries covering a group of substances of a particular chemical or technical nature (for example, UN 1987 ALCOHOLS, NOS)

(IV) General NOS entries covering a group of substances of one or more hazard classes (for example, UN 1993 Flammable Liquid, NOS).

4 Hazard class. Hazardous materials are assigned to one of nine hazard classes according to the hazard – or the most predominant of the hazards – they present.

Some of these classes are subdivided. For example, Class 3 for flammable liquids or Class 2.1 for a flammable gas, 2.2 for non-flammable gas or 2.3 for toxic gases.

5 Subsidiary (secondary) hazard class or division number(s) when assigned.

6 Packing group. The packing group to which a substance is assigned is shown in the Dangerous Goods List or Hazardous Material Table where applicable and is assigned based on the degree of danger it presents.

7 Other supplemental information that may be required includes technical names for NOS and other generic descriptions. Empty uncleaned packagings which contain residues shall be described as Residue Last Contained before or after the proper shipping name. If the goods to be transported are marine pollutants, the goods shall be identified as Marine Pollutant. And if the dangerous goods to be transported have a flashpoint of 60°C or below, the Minimum Flashpoint shall be indicated.

8 The total quantity of hazardous materials covered by

the description – by volume or mass as appropriate – of each item of dangerous goods bearing a different Proper Shipping Name is also required.


9 The shippers' hazardous materials declaration form (transport document) shall also include a signed certification that the consignment is acceptable for transport and that the goods are properly packaged, marked and labelled and in proper condition for transport in accordance with the regulations. Whoever packed or loaded the hazardous materials into any container or vehicle is required to provide a signed container/vehicle packing certificate.

10 Don't forget the Emergency Response information, starting with a complete and accurate Shipping Description, Emergency Response Procedures for Ships (EmS guide), 24-hour telephone numbers and Material Safety Data Sheets (MSDS).

Note: Always refer to the regulations for full description requirements as they may differ by mode of transport and/or specific government regulations.

So remember – the next time a carrier or freight forwarder asks for additional information about hazardous materials, they are doing it to make sure you are complying with the regulations. Not only will this help defer penalties, but it will ensure the safety of all

those handling your shipment throughout the supply chain. Shipping hazardous material safely takes team effort. And for these shipments, that team is the shipper, carrier and consignee.

Don't furnish excuses, furnish the required information. 



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*GROUP B – Port & Terminal Operators: Jason Roberts, chief security officer at the Port of Antigua & Barbuda, addresses his colleagues during the Group B closed session at the 37th AGM*

**INTRODUCING THE GUYANA DELEGATION:** Andrew Astwood, President of the Shipping Association of Guyana



*GROUP C IN SESSION: Members of the Shipowners and Operators group in private session at the 37th AGM*



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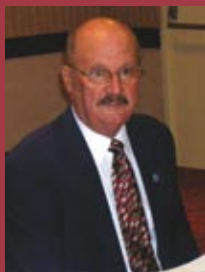
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**STRATEGIC PLANNING:** The General Council of the Caribbean Shipping Association (CSA) had a rare opportunity to review completely the structure and operations of the Association when its members met for a strategic planning session in Florida on 13 and 14 March at the Hilton Miami Downtown hotel. The General Council and the CSA Secretariat discussed virtually every aspect of CSA operations so as to formulate long-term plans for maritime development in the Caribbean. They discussed the Association's strengths and weaknesses and reviewed opportunities for further development of the Caribbean's maritime industry. CSA President Fernando Rivera chaired the sessions. Dr Jaime Santiago Canet, Dean of the College of Business Administration at the Pontifical Catholic University of Puerto Rico, played the role of facilitator.



**FLASHBACK:** The CSA's first cheque to finance the Monica Silvera Scholarship was handed over to the Caribbean Maritime Institute on 26 January 2005. The then President of the CSA, Corah Ann Robertson-Sylvester, said this was one way that the Association chose to record appreciation for the work of the late Executive Vice President to the growth and development of the Caribbean's maritime industry. Capt Hopeton Delisser (right), Chairman of the Institute, received the cheque. On hand to witness the presentation were Stephen Bell (left), General Manager of the CSA, and Commander Michael Rodríguez, Executive Director of the Institute



**CSA PAST PRESIDENTS:** Attending the 37th Annual General Meeting were (left to right) Ludlow Stewart (1981-1984), Frank Wellnitz (1991-1994), Corah Ann Robertson-Sylvester (2003-2006), Rawle Baddaloo (2000-2003) and Luis Ayala Parsi (1984-1985)



**COLOMBIAN SUCCESS:** The marketing director of SPRC in Cartagena, Giovanni Benedetti, tells CSA delegates how it's done. SPRC has won the CSA's Caribbean Port of the Year Awards three years in a row



**DISTINGUISHED GUESTS:** The CSA welcomed a number of distinguished guests to its 37th Annual General Meeting in Santo Domingo: (from right to left) Juan Periche Vidal, Ex President of the Dominican Shipping Association; Eduardo Rodríguez, Executive Sub Director of Dominican Customs; Luis Taveras, President of the Board of Directors of the Dominican Port Authority; Vice Admiral Luis Homero Lajara Sola, Chief of Port Security CESEP; and General Ventura Bayonet, representing the Chief of Staff (Navy)



**"JAMAICA'S VICE PRESIDENT":** Roger Hinds, Vice President of the Shipping Association of Jamaica

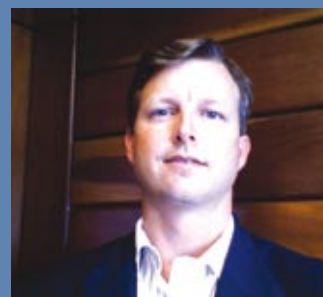


**PROGRESS IN HAITI:** Reginald Villard, of the Shipping Association of Haiti, updates the CSA on positive developments in the shipping industry in his homeland.

**A SECOND TERM:** Re-elected President of the Shipping Association of Trinidad and Tobago for a second consecutive term, Haydn Jones will be the host President when the CSA holds its 38th Annual General Meeting, Conference and Exhibition in Port of Spain in October 2008



**"THE BARBADOS PRESIDENT":** Glyne St Hill, President of the Shipping Association of Barbados and a member of the CSA Silver Club



**THE NEXT GENERATION:** Recently elected President of the Shipping Association of the Dominican Republic, Jeff Rannik, aged 37, is one of the youngest to be elected head of a national association. He was elected in December 2007 for a two-year term

in office. Jeff was born in Miami, Florida, but has lived in the Dominican Rep since he was a year old. He graduated from Eckerd College, St Petersburg, Florida, in 1993 with a Bachelor's degree in International Business. He is currently the Vice President of Agencias Navieras B&R, a diversified family business with head offices in Santo Domingo, involved in ship agency, stevedoring, terminal operations, port development, tug services, Customs brokerage, security, freight forwarding and logistics



**A GIFT FOR THE OCCASION:** The Dominican Republic's Secretary of State, Eddy Martínez (right), head of the country's Centre for Export and Investments, receives the CSA Decanter from CSA Vice President Carlos Urriola after he had delivered the keynote address at the opening ceremony of the 37th Annual General Meeting



# A case for true strategic partners

## Measuring the effectiveness of human resources operations

By Burnett B. Coke

**T**HERE IS AN old adage that “whatever doesn’t get measured doesn’t get done”.

Today, more than ever, human resources (HR) development, as a strategic partner, needs to prove the effectiveness as well as efficiency of its functions. This can only be done through the diligent development and application of metrics – systems of measurement – and processes to evaluate HR operations, and more so, their impact on the maritime organisation.

### Improving value

The first step towards improving HR value adding is to understand the difference between effectiveness and efficiency. Efficiency is primarily the ratio of inputs (stevedores/staff) to outputs (TEUs) and the cost per unit moved. Effectiveness is the extent to which HR meets the goals of the organisation and satisfies the needs of the stakeholders. It is possible for HR to be effective but not efficient, or efficient but not effective. It is now necessary for HR to prove that it is both, concurrently.



The process begins with a thorough understanding of the organisation’s goals and, thereafter, identifying and measuring employee behaviour and programmes which are related to these goals. The number of these

metrics should be enough to ensure thoroughness, but not too many to cause confusion. In addition, HR must avoid equating efficiency and effectiveness with a simple counting exercise. In other words, it’s not about

the number of stevedore training programmes, time to fill vacancies or the number of applications. Instead, HR should develop and measure metrics which give a holistic picture of HR’s impact on port viability. The number of metrics is contained solely by imagination, but the following would prove beneficial for adaptation:

1. Human capital return on investment (ROI). That is, net income/compensation costs. Whereas it does not create a direct correlation between staff developmental input and port output, it does give a reference point for evaluating the return on investment in employees. For a more thorough understanding, output should be compared with historical data to determine whether HR programmes are influencing port profitability.
2. Workers’ compensation costs/employee. That is, total WC costs/average number of workers. The use of current versus historical costs and absenteeism can assist in evaluating programmes designed to reduce workplace injuries, illnesses and turnbuckle accidents. Given >



the increasing vigilance of state occupational safety and health policies and inspectors, HR will be placed in good stead to bring significant value to the bottom line.

3. Cost per hire – total expenses of recruitment and selection/ number of new hires. This metric is used to evaluate programmes

## Simply stated, HR needs to introduce and/or expand the measurement of output and rate of output.

to automate, streamline or contain recruitment costs. The total expenses in the recruitment process include, but are not limited to,

advertising, recruiter costs, interviewing manager and support staff salaries, websites and so on.

4. Turnover rate. Using industry averages, HR can assess the effectiveness of staff retention programmes within the regional ports. Often undervalued, the real cost of high turnover includes


the loss of skills, the cost of replacement (up to 60 per cent of annual salary costs) and low workplace morale as well as reducing worker loyalty.

5. Training investment factor. Total training cost/average number of employees. This metric measures the level of investment in worker development and should be compared to industry benchmarks or organisational historical data. Combined with the human capital ROI, HR will be provided with a better picture of staff progress and development: prerequisites for port viability.

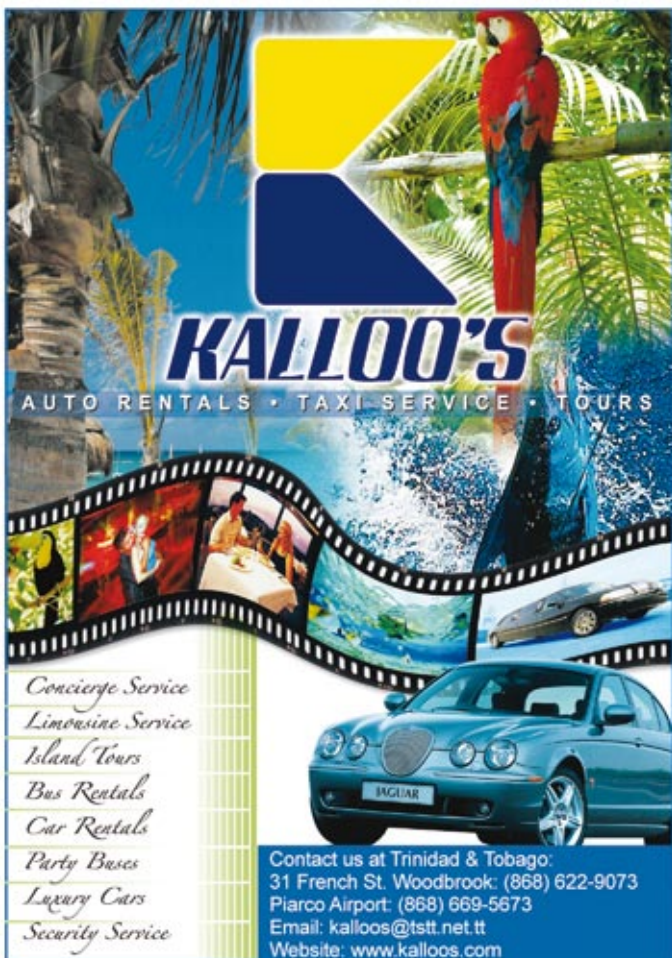
6. HR cost factor. This can be done as the HR costs relative to the total organisational costs or relative to the average number of employees. Either method will provide data on HR efficiency and

should be compared to benchmark ports to give a wide picture of input versus output.

## Strategic

Simply stated, HR needs to introduce and/or expand the measurement of output and rate of output. In so doing, HR will continue towards true strategic partnership on the ports, thereby enhancing the efficiency and effectiveness of regional ports. 

· *Burnett Coke, human resources, industrial relations and conciliation/mediation specialist, is head of the Jamaican firm Silverback Consultants*



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# Seabed authority believes in doing good by stealth

By Milton J. Samuda, LL.B.

**As planet earth becomes more crowded and its resources, once considered limitless, become more and more finite, man has sought new frontiers for exploration and exploitation. Outer space looms the largest, and the day will come when 'ships' ply that new 'sea' and new rules and treaties and conventions will have to be written to govern passage, trade, commercial exploitation and environmental protection. Yet, immediately, right on our doorstep – or, more appropriately, our seashore – is that other great frontier. Explored for centuries yet still holding unexplored mysteries. Ruthlessly exploited, yet still able to yield new and exciting possibilities for its continued contribution to the welfare of mankind. The sea. The sea and the riches of the seabed.**

Against that seascape, how many of us remember that our Region, and Jamaica in particular, has the honour of being the seat of the International Seabed Authority (ISA)? Do you recall that the United Nations Convention on the Law of the Sea (UNCLOS) was signed in Montego Bay on 10 December 1982? Did you know that on 21 March 1983 Jamaica became the fourth signatory to UNCLOS? Did we know that the Bahamas and Belize joined Jamaica among the first 10 signatories to UNCLOS? Did you know that UNCLOS came into force only on 16 November 1994, a year after Guyana became the 60th state to sign the treaty?

## Pivotal

This Region, led by Jamaica's then prime minister, Michael Manley, played a pivotal role in the negotiations and lobbying that went into the

crafting of UNCLOS and the establishment of the ISA. When in 1994 the ISA finally came into existence, it was historically just that the

order in the exploitation of the resources of the seabed. Established as an intergovernmental body, the ISA – and its parent, UNCLOS

**Despite the obstacles and opposition, the ISA in its first 14 years has already made a contribution to bringing justice and equity to one of mankind's final frontiers**

Region and Jamaica should become the seat of the ISA. Interestingly, Fiji, the first signatory to UNCLOS on 10 December 1982, also gave the ISA its first and still serving secretary-general, that great Fijian diplomat, Satya Nandan, now enjoying his third four-year term since 1996.

The ISA was the international community's response to a growing demand for

– have not been without their share of controversy.

Although the remit of ISA is clearly set out in Part XI of UNCLOS, it took a subsequent agreement signed in New York on 28 July 1994 to settle the basis on which Part XI of UNCLOS would be implemented. The agitation for that 'implementation agreement' was led by the United States as it felt that Part XI in its original form >



was inimical to the national security and the commercial interests of the US. Those concerns remain. Despite the entry into force of the 1994 Implementation Agree-

pates in the meetings and sends significant delegations.

Despite the obstacles and opposition, the ISA in its first 14 years has already made a contribution to bringing

within the limits of national jurisdiction, but an internationally acceptable regime now applies under the aegis of this autonomous organisation.

To be sure, seabed mining activities have not been 'unbelievable', but that does not detract from the importance of the ISA and its role under UNCLOS. The Convention specifically recognises the international seabed and its resources as 'the common heritage of mankind'. The ISA, backed by its 155 member states, has been entrusted with the great responsibility of managing that common heritage and ensuring that the riches reaped from the international seabed are divided not on the basis of some ancient rule of 'first to plunder' but on the basis of agreed equity between those who find and extract

and the rest of the international community.

### **Equitable**

The ISA is the Region's best kept maritime secret. It is a powerful international organisation, operating largely without the fanfare and glare of publicity that so often attend international organisations of similar reach. The Region not only contains the seat of the ISA, but also plays host to man's combined determination to manage the resources of the seabed in a sustainable and equitable way as the common heritage of all mankind.

The Region and Jamaica should be honoured to do so. ☐

· *Milton Samuda is a partner in the Jamaican firm of attorneys-at-law, Samuda & Johnson*

## **The ISA is the Region's best-kept maritime secret. It is a powerful international organisation, operating largely without the fanfare and glare of publicity that so often attend international organisations of similar reach**

ment, two years later, on 28 July 1996, the US had not ratified UNCLOS. A considerable lobby continues in the US against UNCLOS and the ISA, even in the face of support for the Convention by President Bush. The US has opted for observer status at the ISA, but actively partici-

justice and equity to one of mankind's final frontiers. The principles of good governance and transparency have been brought to bear on the commercial exploitation of the minerals in the international seabed. Nothing derogates from the sovereignty exercised by nation states

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