


CARIBBEAN MARITIME

CRUISE



 **Bunker prices lead to re-think on itineraries**

 Puerto Rico
Concern over advance bookings

 Suriname
Suriname to build first cruise terminal



 Port of Port of Spain
New gantry crane commissioned

 Cruise Industry

Moves to protect the environment



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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 contributions many; the contributors legion

The only new musical instrument to be created in the 20th century was of Trinidadian ingenuity, creativity and stubborn resilience. Such resilience is caricatured in the pan tuner, the lyrical 'man with the hammer', on whose ears and long-suffering quest for perfect tonal harmony the side and supporters depend. This backdrop to the CSA's 38th Annual General Meeting, Conference and Exhibition should not be ignored or overlooked. Indeed the CSA celebrates the ingenuity, creativity and stubborn resilience; the quest for perfection embodied in the people and cultures of Trinidad and Tobago when it gathers in Port of Spain on October 13, 14 and 15, 2008.

In the process of Caribbean development, Trinidadian contributions have been many, the contributors legion. CARIBBEAN MARITIME salutes them all. From Naipaul, James and Lara, two with the pen, the latter with the blade, who provided a contextual framework in which Caribbean peoples defined them-

from Guyana to Jamaica; to Learie Constantine whose name appears in both columns of the scorebook in the history of Test cricket; as well as in the Hansard of the British House of Lords. Yes. The first black man to sit in the British House of Lords, the very heart of the dominant empire on the face of the Earth, was the Trinidadian jurist and all rounder.

Achievement

The meaning and symbolism in the images, anecdotes and references about Trinidadian achievement, leadership and resilience as I return to Port of Spain are many and significant and just as vivid as they were 10 years ago when the CSA last held a major conference here. The shipping community represented in the Shipping Association of Trinidad and Tobago was there at the very beginning. They were among those that voted the Caribbean Shipping Association into existence. Subsequently, CSA's second President Michael Blackman, the first to take on the job of Training Director; Pat Lawlor and Ina Nichol-

The CSA celebrates ingenuity, creativity and stubborn resilience; the quest for perfection embodied in the people and cultures of Trinidad and Tobago

selves and from which the small and defenceless everywhere drew inspiration; to the scholarly wit of Roberts who, as Kitchener, brought abroad images in calypso that revealed and helped to define a Caribbean cultural identity. The names are many; footnotes in world history, jewels in Caribbean culture. From Eric Williams, the scholar and thinker, whose thoughts and ideas inspired leadership and helped to harness the political energy of post slavery societies

son, long before Capt. Rawle Baddaloo became CSA President, were on record as representing the twin-island republic in proceedings of the CSA.

The records of the 38th AGM will show different names, old and new, who now, through the CSA, invest time and volunteer ideas in the service of shipping and by extension, regional development.

CARIBBEAN MARITIME will record the developments at the 38th AGM, the



President's Message

ideas and the images. This issue, the fifth since this new concept magazine became reality, takes a look at the cruise industry. The CSA has been working to assist this industry and has established an annual one-day seminar dedicated to the development of the destination side of this business. The Association has also established a Cruise Committee to deliver its development programmes. CARIBBEAN MARITIME supports these initiatives by dedicating one issue per year to cruise topics.

The Cruise Committee did quite a bit of work and delivered a lot of information at the Caribbean Shipping Executives Conference in St. Maarten in May earlier this year. We have captured the mood and energy in some of the images reproduced on pages 4-7.

Progress

There is continuation of our documentation of progress on the expansion of the Panama Canal (page 24), arguably one of the largest construction projects on the planet today. This project is most significant for the future of world commerce and CARIBBEAN MARITIME's extensive coverage of progress will collectively preserve this project's history and provide valuable reference for future research projects.

More than all this, CARIBBEAN MARITIME documents the work and priorities of an Association which has, for 38 years, served the interests of an industry and in so doing, created in itself a tool for regional development. In doing so, CARIBBEAN MARITIME itself becomes a tool for regional development.

Mike Jarrett, Editor

IT IS A PLEASURE to welcome you all to the fifth edition of 'Caribbean Maritime', the official journal of the Caribbean Shipping Association. The success of previous editions has made us work even harder to improve the quality and content of this one.

The CSA has always recognised the importance of the cruise industry in our region. More cruise-related matters are being presented at our conferences and meetings. We have established a format for our yearly conference in May in which we dedicate one day to discuss only issues related to this sector of the maritime industry. In addition, different topics about the industry are presented at our general meeting by various experts. And further to all that, the CSA presents a range of seminars and training workshops each year. After the last conference, in St Maarten, we had a two-day seminar for persons working in that country's cruise

“The CSA has always recognised the importance of the cruise industry in our region.”

shipping sector. This event was quite successful and achieved the objective we had set. We were able to discuss and analyse the basics of the cruise industry with persons who, generally, have never had real formal training and exposure to the theoretical aspects of the cruise industry.

This fifth edition of 'Caribbean Maritime' focuses on the cruise industry and on cruise-related matters. This edition is expected to be published in



time for the CSA's 38th annual general meeting in Trinidad and Tobago on 13, 14 and 15 October. We know this is going to be a very successful meeting because of the agenda topics and the speakers confirmed to participate. The CSA recognises and expresses gratitude to the Shipping Association of Trini-

dad and Tobago for the extraordinary effort they have displayed in making arrangements to host this conference. I can assure everyone that those attending this conference will benefit not only from the topics that will be presented, but also from the networking and contacts that will be made over the three days.

Fernando L. Rivera
President, Caribbean Shipping Association



Gordon Buck of Carnival Cruise Lines (left) and Kevyn Yearwood, Platinum Port Agency Inc. of Barbados.



David Harding (left) and Everton Walters of Barbados Port Inc.



Part of the Trinidad and Tobago delegation including (l-r) Joanne Edwards Alleyne, Michelle Hosang and Hayden Alleyne.



CSA President Fernando Rivera escorts St. Maarten's Governor Franklyn Richards to the podium where the governor officially welcomed the CSA and gave the keynote address for the conference.



Vanessa Williams, then Deputy Managing Director of St. Maarten Ports Authority, was given the task of facilitating all the arrangements for the conference.



Part of the Jamaican delegation to the 2008 Caribbean Shipping Executives Conference in St. Maarten.



Part of the Barbados delegation, including (front row l - r) Glynne St. Hill, President of the Shipping Association of Barbados and his Vice President, Marc Sampson.



Vice President Carlos Urriola (r) introduces some fun to the occasion as the CSA expresses appreciation to Governor Franklyn Richards, keynote speaker following the official opening of the 2008 Caribbean Shipping Executives Conference in St. Maarten.



Capt. Rawle Baddaloo (left) Past President of the CSA and Noel Ramdass of Seaboard Marine Trinidad.



Part of the Suriname delegation, including (front row) Eugene Profit of Traymore N.V. (left) and Annel Edenburg, Manager Maritime Operations, at the Maritime Authority.



The topic: ... important. The point: ... captivating. The benefits from attending a Caribbean Shipping Executives Conference? PRICELESS!!

Capt. Remy Vyzelman of Integra Marine, Suriname.



Michael Leysner, Operations manager, CMA-CGM St. Maarten (left) and Hector Peters, Manager Cargo Operations, St. Maarten Ports Authority.



Mai Elmar shared the experiences and solutions employed by Cruise Europe and the Port of Rotterdam with participants.



Part of the Martinique delegation, including (front row, l - r) Christian Caupenne, Genevieve Pilon and Maurice Claude, head of the Engineering Department at Martinique Chamber of Commerce and Industry.



Part of the Trinidad and Tobago delegation including (left) President of the Shipping Association of Trinidad and Tobago, Haydn Jones.



Bas Noorman (left) and Albrecht Meeusen of Europe West Indies Lines.



Vanessa Williams, Deputy General manager of the St. Maarten Ports Authority (left) and Joanne Edwards Alleyne, General, Manager of the Shipping Association of Trinidad and Tobago exchange thoughts at the May 2008 Caribbean Shipping Executives Conference in St. Maarten, Netherlands Antilles.

CARICOM Transport Specialist John Lewis attended the 2008 Caribbean Shipping Executives Conference and keeps track of developments in the CSA and maintains a link between the Association and the Caribbean Community.



Linda Profijt and colleague Guno Castelen, Director of Commercial Affairs, Planning and Development, N.V. Havenbeheer Suriname,

Mr. and Mrs Fernando Rivera.



Colin Bengall of Klein Systems is based in Puerto Rico.

Manny Sola (2nd right) holds court, after hours.



CSA Vice President, Carlos Urriola of Panama.

Jan Sierhuis (left) Chairman of CSA's Cruise Committee; Khalid Salahuddin of the Port of Miami (centre) and Cmdr. David Edwards, US Navy Maritime Liaison Unit, Latin America.



Keith Franca, Managing Director of the St. Maarten Ports Authority (left) and CSA President Fernando Rivera share a light moment following a very successful Caribbean Shipping Executives Conference in St. Maarten in May 2008.



Noel Ramdass (left) of Trinidad and Tobago and Jamaica's Stephen Bell, then General Manager of the CSA.



CSA steps up support for development projects

By Jan Sierhuis

THE MOOD IN the Caribbean cruise sector is mixed. New ships and infrastructure are under construction, but there is growing concern about the impact of rising fuel prices on the economies and tourism of the region.

The restructuring of United States air routes is already impacting heavily on the region and this season European operators will not escape higher fuel surcharges and will be restructuring their routes and flight schedules. All this is affecting the cruise industry, already hit directly by rising operating costs. Already, this situation has led to some clever rethinking of itineraries and adjustment of sailing patterns, particularly with large fleet operators such as Carnival. But the dependence of many Caribbean cruise itineraries on

low-cost airlift threatens to affect the deployment of vessels in airlift-sensitive markets. As airlift becomes more expensive, consumers start looking for alternative vacation options closer to home.

The big question is: how will all this affect the attractiveness of the Caribbean markets?

Europe is a high-yield alternative for the summer months, but as airlift between the continents becomes limited and more costly, operators depending on the US markets may be forced to look for summer options closer to home. This would translate into less tonnage placed in Europe and more in US home ports during the

which they cannot get closer to home. More attention will have to be given to packaging the local content of the Caribbean cruise product for specific target markets. Also, the destinations will need to communicate with each other to avoid product duplication and 'wear out'.

Investment

Many Caribbean governments are investing in improving and expanding their infrastructure. The private sector will now need to invest more and more money in making the Caribbean an even more diverse and special experience than it already is. Employees and officials will have to be trained to bring

As airlift becomes more expensive, consumers start looking for alternative vacation options closer to home.

summer season, which would impact positively on the nearby eastern and western Caribbean markets.

Alternatively, if fuel and airlift issues negatively affect the European cruise market coming to the Caribbean in the winter season, this would hurt Caribbean winter traffic. How all this will work exactly remains to be seen, but the operators have already said they are scrutinising each and every itinerary against available alternatives.

Much will depend, too, on how the Caribbean reacts to the new realities. Cruisers will have to be persuaded to spend more time and money on getting to the Caribbean. The only way to do this is to offer an exciting product

this experience to the tourist with the usual Caribbean flair, but in a way that will entice visitors back.

Opportunities also exist close to home. As the economies of Colombia, Panama, Brazil and others are growing and the US cruise product becomes less accessible because of tightening immigration policies, there are opportunities to develop a new cruise product for the Latin and Caribbean market from non-US ports in our region. Spanish operators, combining European with Latin American markets, are starting with new product offerings this winter season. The hardware and financing comes from the cruise giants Royal Caribbean and Carnival, but the



Jan Sierhuis, chairman of CSA Cruise Committee

branding and marketing is done by Europeans and their partners in the region.

Panama, Colombia and the Dominican Republic are well placed home ports for this new product and the English and Dutch territories in the deep southern Caribbean will also profit. This development looks promising, although it remains to be seen how the markets will react to this new product and whether the growth in Latin America proves sustainable.

Clear message

For the CSA, the message is clear. We need to intensify our efforts to support the Caribbean cruise sector. To this end, the CSA has moved to consolidate its work so far in supporting the development of the Caribbean cruise sector by strengthening the institutional position of its Cruise Committee. This would see the Committee becoming a Standing Committee of the Association, with expanded institutional support for its development work.

The CSA also plans to intensify its training programme for member territories. The Cruise Committee and the Training Co-ordinator are working on a two to three year programme that includes data gathering, regulatory issues and topics for its conferences and training of its members and territories. We welcome our industry and tourism partners to join us in our efforts.

The CSA's next regionwide cruise seminar will be at the Caribbean Shipping Executive Conference in May 2009 in Cartagena, Colombia. We look forward to welcoming you there.





THE WAY FORWARD FOR THE CSA

By Mike Jarrett

The General Council of the Caribbean Shipping Association has been discussing strategies for continued development of the organization that has been the driving force behind the development of the region's maritime industries for almost four decades.

Members of the CSA's governing council gathered at the Hilton Miami Downtown hotel on Thursday, March 13 and Friday the 14th, and again in Kingston for one day, on August 26, to study and discuss the document 'The Way Forward'. This document contains proposals for development of the CSA and was adopted in 2003 at the previous CSA General Council planning retreat.

Discussions have been covering virtually every aspect of CSA operations with a view to formulating long term plans for growth and for assisting regional development. The Association's strengths and weaknesses have been reviewed and opportunities for further development of the CSA and the Caribbean's maritime industries have been explored.

The process is still in motion. Certain short term measures are already being implemented and mid to

long term projects are being planned. For example, the CSA Secretariat moved into newly renovated office space at the headquarters of the Shipping Association of Jamaica towards the end of August this year. New initiatives for development of training programmes have begun and agreements for cooperation have been completed and signed with the Pontifical Catholic University of Puerto Rico.

On May 16 last, a wide-ranging Memorandum of Cooperation, covering the English, Dutch, Spanish and French Caribbean was signed at the 6th annual Caribbean Shipping Executives Conference in Mayagüez, Puerto Rico. The Memorandum -- between the Caribbean Maritime Institute; De Ruyter Training & Consultancy, Vlissingen The Netherlands (DRTC); and Dutch Caribbean Training Centre in Curaçao (DCTC) -- will meet the training needs of regional shipping and allied industries by facilitating professional development and technical assistance. The agreement will also facilitate exchange and transfer of relevant technology and expertise for the development of maritime training and consultancy throughout the Caribbean, Central and South America.

MULTI-LATERAL ORGANIZATIONS

The CSA will be consolidating its relationships with regional organizations so as to implement a number of policy initiatives in training and human resource development; port and cargo security; and, data and statistics. In this regard, the CSA will be exploring opportunities with CARICOM, where it has had Observer status for many years; and,

the Association of Caribbean States (ACS), where it has Social Partner status.

While consolidating existing relationships the CSA will also be expanding its circle of support with the signing of a Memorandum of Understanding with the Organization of American States Inter-American Committee on Ports (OAS/CIP). Through this agreement, the CSA will be working with the OAS/CIP to establish a regulatory

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The national economies of many Caribbean countries depend on tourism and most of these countries have cruise tourism as a significant contributor to the revenues from this economic sub-sector

framework for the development of a 'Programme of Technical Cooperation' for the implementation of projects and activities for the development of regional shipping. Working together, the two bodies (CSA and OAS/CIP) will strengthen the exchange of experiences, knowledge and practices allowing both to work together in the support of port development initiatives in the Caribbean.

The signing of this Memorandum of Understanding is planned to take place at the CSA's 38th Annual General Meeting in Port of Spain. Meanwhile, the Association continues its work in assisting regional ports to analyse and assess port security issues. Recognizing the need to ensure that port security is seamless and dependable across the Region, the CSA announced in May 2008 it plans to establish a Security Assessment Council. With this Council, the CSA (working with the Port Managers Association of the Caribbean (PMAC) and the US Coast Guard in an advisory capacity) will be able to assist Caribbean ports to plan for and identify effective port security strategies.

INTERNAL DEVELOPMENT

The national economies of many Caribbean countries depend on tourism and most of these countries have cruise tourism as a significant contributor to the revenues from this economic sector. The CSA, conscious of the importance of this aspect of shipping to the Region, established a Cruise Committee to explore ways of assisting Caribbean ports and operatives to enhance and improve the quality of the destination; passenger reception services; and land-based activities.

The decision to establish this Committee was finalized at the third Caribbean Shipping Executives Conference held May 25 and 26, 2004 in Castries, Saint Lucia. Cruise business has always been on the CSA's agenda but deliberations at the Association's meetings had been dominated by trade and cargo topics. It was felt that a committee would facilitate a continuing programme of work and assistance that would be of benefit to the Caribbean players in the cruise industry. The CSA's Cruise Committee started with the objective:

"To enhance and facilitate the development of the maritime aspects of Caribbean cruise tourism." In this context, the Committee set itself specific short-term and long-term goals. Its focus was to serve the interests of CSA members involved in cruise tourism by creating partnerships between public and private sector entities serving the industry. In this regard, the Committee planned to forge partnerships with all relevant industry organizations, including the Florida Caribbean Cruise Association, which is already an Associate member of the CSA.

The Cruise Committee, over the past three years has been working steadily towards its objective. It started the process by establishing an annual one-day seminar in which topics relevant to the growth and development of Caribbean cruise are presented and discussed. This is held in May, on the third day of the CSA's Caribbean Shipping Executives Conference. The Cruise Committee has since expanded on its work and this year, presented a one day training workshop for all cruise industry operatives who had never had the benefit of

participating in a theoretical assessment and analysis of the cruise industry.

So, on May 22 and 23, 2008 more than a dozen cruise industry personnel in St. Maarten attended the workshop "Introduction to the Cruise Industry" at the Sonesta Maho Beach hotel, hosted by the CSA's Cruise Committee.

Having assessed the work and importance of its Cruise Committee, the CSA has moved to change its status, to make it a Standing (i.e. permanent) Committee of the CSA.

Meanwhile, a new effort to strengthen the national shipping associations of the Caribbean has been initiated with the establishment of the National Associations Workshop. This Workshop brings together nine or more organizations which (like the Shipping Association of Jamaica, Shipping Association of Barbados and the Shipping Association of Trinidad and Tobago) represent stakeholders' interests in local shipping. The national associations, considered the foundation of the CSA, provide a range of services and support to local members. The National Associations Workshop will



help to empower these local shipping organizations. It will plan programmes and training events which will, over time, improve the work and services delivered by these associations to their local shipping communities.

The CSA's General Council has also been discussing members' needs and strategies for increasing value of membership. One significant step was taken with the recent introduction of travel insurance coverage for members attending CSA conferences

HISTORICAL MISSION

Commenting on the work General Council has been doing with respect to 'The Way Forward', President Fernando Rivera said, the Association has to plan for growth and development so that it can perform its historical mission.

For 38 years the Caribbean Shipping Association has played a role unlike any other regional organization. Indeed, the CSA is unlike every other Caribbean institution.

The CSA embraces all the languages and cultures of the Caribbean. Its membership comes from the ex-colonies of Britain, Spain,

France and the Dutch and, although all four language groups are represented, the official language is English. However this alone does not make the CSA unique. Perhaps, more importantly, it brings together from across these cultures, both private and public sector interests.

So powerful has been the work of the CSA over almost four decades, it has attracted membership from outside the Caribbean. The CSA had to redefine its geographical sphere of influence some years ago to include countries on the Northern Coast of South America as well as Central America. Ports of southern North America, particularly New Orleans, were the first from outside the Caribbean Sea to become members of the CSA, except for Bermuda which is a founding member of the CSA.

It is important to keep this historical background in view. Without it, the real contribution that the CSA has made to regional development may be missed.

The CSA work has resulted in a coordinated development of the region's


port facilities. Without laying down rules and setting standards; without dictating strategies and restricting choices, the CSA has been a positive influence on maritime development across the entire Caribbean. Today, even in the smallest countries of the region ports, there is clear evidence of planned port development.

CSA FORUMS

The CSA holds two major conferences each year – one in May and the other in October. Much time and planning is put into these conferences. Topics are carefully selected to ensure that participants from across the region are well aware of all the issues and trends in world maritime affairs. These topics are presented, usually with the aid of audio-visual tools, by persons who know what they are talking about – I hesitate to use the word 'experts'. Through these presentations, information, techniques and strategies necessary for growth and development are transferred. From the information presented in one paper, a busi-

ness in the Caribbean could go from an uncertain future to success. From one presentation, a strategy for growth, or a new management technique, could emerge, to make a major difference to a company's development. And, participants are generally owners and decision-makers in the major shipping and allied companies in the Region.

Through this 'training' of the senior-most executives in the shipping industry; through the delivery of the latest management sciences and discussion of best practices the CSA has made a significant contribution to regional development.

The discussions of the document *The Way Forward* now being undertaken by the General Council will ensure that the Association maintains the capability to perform its historical mission of assisting Caribbean development. 



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Ceremony to mark commissioning of 5th gantry at Port of Port of Spain

Plans to improve productivity get a boost as...

Port of Port of Spain commissions new gantry crane

The Port of Port of Spain commissioned its fifth ship-to-shore gantry crane in June. Also commissioned were five new rubber-tyred-gantry (RTG) cranes and 12 new tractor trucks.

According to the Port of Port of Spain, the new US\$10 million gantry crane is state-of-the-art in design with best-in-class systems and ultra modern safety features. The new equipment will contribute to an overall improvement in productivity at the Port of Port of Spain.

The country's Minister of Works and Transport, Colm Imbert presided at ceremonies held on June 4th, 2008 at the Port of Port of Spain terminal, to mark the event. In attendance were a number of government representatives and stakeholders.

In his address, Minister Imbert noted the milestone achievements at PPOS in recent years. In this regard, he mentioned:

- The reconstruction of Berth 7
- Acquisition of the new ship-to-shore cranes and the Gottwald mobile harbour crane
- Preparation of the spectrum yard for storage of cars and the construction of the adjoining

- bridge to the cargo terminal.
- The implementation of the Container Terminal Management System (CTMS), which allows for online management and tracking of containers.
- The recent acquisition of additional back-up equipment – 5 new rubber-tyred-gantries (RTGs) and 12 new tractor trucks.
- The contracting of Portia Management Services Limited as the management operator in 2006.

Mindset


In commending Portia consultants for their performance to date and for bringing a global mindset to PPOS, the Minister said: "Portia Management – the largest international port management operator in the UK - was contracted as the terminal operator for an initial period of three years with a mandate to bring international best practices to the Port of Port of Spain. With the advent of the Portia team, change and improvement and the resulting increased productivity and efficiency took a decisive step forward. "Portia members also brought with

them the new mindset for this port (which is): 'A port proudly pursuing its destiny to be world class in terms of efficiency and customer satisfaction'.

Statistics showed that the Port's throughput increased by an average of 12 per cent annually over the last decade, topping off at 360,000 teu in 2007. Based on year-to-date statistics the Minister said he was expecting over 400,000 teu in 2008.

The Port is also in the process of:

- Constructing a new West Gate entrance and exit system.
- Phasing out of the container freight station at Shed 9 which will expand capacity by 80,000 teu per annum, bringing total capacity to 500,000 teu.
- Increased production to a consistent 16 crane moves per hour getting ultimately to 22 moves.
- Reducing truck turnaround time from an average of 80-90 minutes to 50-55 minutes with the lowest recorded day average being 39 minutes (i.e. 40 percent quicker).

The latter is made possible by relocating Customs from the Port's West Gate to the Container Examination Station, integrating them into the port's existing Cargo Management system, thereby reducing documentation bottlenecks. 



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Prepare for a grounding in current practices, effective management

The CSA's 38th Annual General meeting and Conference will open on Monday October 13 with the usual pomp and ceremonial circumstance, attended by delegates from more than 25 countries in business suits as well as dignitaries representing public and private sector interests in Trinidad and Tobago. At the head table the General Council of the Association and the representative of the Government of Trinidad and Tobago will sit against a backdrop of the colours of the states and territories represented in CSA membership.

There will be 36 flags in the array. A 37th could be added after the CSA signs a Memorandum of Understanding with the Organization of American States Inter-American Committee on Ports (OAS-CIP). The formal signing of the document, in the full view of the CSA membership, will take place during the conference in the main hall of the Hyatt Regency Trinidad Hotel.

The pact will provide the context in which

both organisations can work together for the benefit of Caribbean shipping and regional commerce. The President of the CSA, Fernando Rivera, will sign on behalf of the CSA.

Knowledge

Thereafter, the CSA goes into the mode in which, for 38 years, it becomes a medium for the transfer of knowledge; helping to educate and expand the horizons of hundreds of shipping executives, junior and senior, from the French, Dutch, Spanish and British Caribbean. The business

The perennial need to make port terminals and the ships and personnel who use them safe is never going to go away.

suits will soon be replaced by business casuals as delegates themselves go into work mode. Individually, speakers from different countries and backgrounds, the only thing in common between them being the depth of knowledge each has about the topic to be

addressed, will walk to the front of the room. With the aid of computer generated images projected onto one or two screens, they will present, explain and discuss various topics, delving into all the current issues, pitfalls and trends.

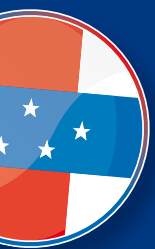
In this setting, topic after topic, day after day, conference after conference, delegates to CSA conferences are, over time, given a thorough grounding in current practices of shipping and effective management.

For example, in Port of Spain, the 'Impact of Oil Price Increases on Transport

Costs and Globalization' will be one of the first topics addressed. The Caribbean, like the rest of the world, has been paying dearly for oil and gas. The

larly vulnerable however, since it is largely comprised of island-states, which must depend on overseas imports and exports (read 'shipping') for survival. At the same time, the cruise industry' is a significant contributor to the revenues of national economies and cruise ships run on oil. The effect of oil price increases on the viability of the cruise ship business, both in terms of the effects on the market as well as operating costs, is reason for concern.

The perennial need to make port terminals and the ships and personnel who use them safe is never going to go away. Not since September 11, 2001. Delegates at the 38th Annual Conference will receive information on the latest security technology available when the topic 'Maritime Security - Implementation Best Practices and the Latest Technology' is presented on Monday October 13. As





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with other topics on security presented at previous conferences, delegates will get the opportunity, being away from their work situation, to assess their present systems and needs and to compare what they now employ with industry norms and new systems just becoming available.

Issues

Later that day, after discussing possible life and death issues and potential catastrophe under the topic 'Handling and Transportation of Hazardous Materials', delegates will get an opportunity to tour the Port of Port of Spain – a mix of pleasure and information gathering. The Port of Port of Spain has been in a process of transformation and re-tooling and the delegates will get the chance to go onto the port to see the changes.

The CSA is comprises of three interests group – named, simply, Group A, Group B and Group C. The alpha characters are not initials. They could just as easily have been called Group 1, Group 2 and Group 3. These groups are represented separately in the CSA's managing committee, the General Council. At every annual general meeting, the three groups have time to have their own session, to discuss matters specifically relevant to their interests.

Group A, the Ships Agents & Private Stevedores, will discuss 'Agency Operations, Protecting Business & Profit Margins'. Group B, the Port Owners & Operators, will discuss 'The Rising Cost of Transportation: Effective & Efficient Partnerships'; while Group, the Ship Owners & Operators, will review 'International Health Regulations Requirements for

Ship Sanitation'.


The CSA will also look at the capital side of the shipping business in 'Investing in Port Development & Infrastructure'. This topic will be presented on the final day and will expose delegates to investment opportunities and related issues. The topic following will address regional performance. Entitled 'Caribbean Logistics: The Poor Performance' delegates will analyze causes for the poor performance; and, raise questions and issues related to achieving and sustaining high levels of productivity.

'Human Resources the Hidden Profit Centre' will bring delegates to focus on the most important aspect of their business and how to maximize the returns on investment in employee welfare and benefits. 'Container Damages Detention and Demurrage' will address some of the nuts and bolts issues of moving domestic cargo.

Land, port expansion and continued and future development issues are addressed in the topic 'Waterfront & Port Real Estate Development –Necessary for Sustainable Development'.

Relevant

By the end of business on October 15, the CSA would once again have delivered to the Caribbean shipping community, hard, current and relevant information necessary for success in regional shipping. The topics would have covered a vast range of issues related to sustainable development; capitalization and finance; return on capital investment; human resources, operational costs and survival, handling hazardous materials; and, a regional perspective on productivity and performance.

Each would have left, to some degree, enlightened. 



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Puerto Rico concerned over drop in advance bookings

By John Collins

AGENTS of major cruise lines serving Puerto Rico are uneasy about the forthcoming 2008-2009 season as advance bookings indicate a decline of more than 20 per cent in arrivals.

"Right now we have 102 less vessels so far compared with a year ago and, without changes, that could translate into 300,000 less passengers," said Jose Busto, president of Continental Shipping, agents for Royal Caribbean and Carnival Cruises. The two lines carry more than 90 per cent of the 1.4 million cruise passengers who visit Puerto Rico annually. And Princess Cruises is registering a similar contraction in advance bookings, according to Rafael Boada, operations manager for Cruise Plus, its agent.

A number of factors are cited by industry sources for the decline. Among them are rising fuel costs and growing uneasiness in the United States over the economic situation there. Mr Busto said: "The US Gulf coast ports are

doing good because, as the cost of travel and hassles with it grow, US travellers are driving to nearby ports or taking trains or buses to reach them and thus saving money." He said most of those cruises went to the western Caribbean and Mexico.

Mr Boada said Princess had introduced fresh itineraries to attract new passengers.

San Juan

San Juan has emerged as a major port for cruises because of its location and its international airport, which enables the cruise lines to move large numbers of passengers in and out. However, this situation has led to competition between the cruise industry and land-based tourism in Puerto Rico and elsewhere in the Caribbean for available airline seats. Hoteliers point to the fact that cruises originate and end in San Juan usually on weekends – the same days that tourists spending a week in Caribbean resorts are arriving and departing. That indicates that the cruise

lines book space months in advance and, because of volume, are able to pass savings on to their clients.

To keep costs down, cruise passengers often arrive in San Juan or are transported to their cruise ship and then sail away. This contributes to a lower per capita expenditure by passengers in San Juan than in other ports. They have more time in the other ports for touring and also have opportunities for duty free shopping. As a result, both St Thomas and

of San Juan, the role of US Customs and Immigration has been overwhelmed. Mr Busto cited the case of a cruise ship with Spanish passengers two years ago that took five hours to clear in San Juan. As a result of the experience, the vessel no longer calls at San Juan.

The brief period in port for departing and returning passengers has also led to complaints from business people in Puerto Rico that passengers no longer dine or enjoy themselves ashore.

Major cruise line agents are reporting a 20 per cent decline from last season, citing external factors as the principal reasons

St Maarten routinely record higher spending by passengers than San Juan.

Since cruise lines have increased their numbers of foreign passengers out

An Isla Verde hotelier recalled that most of the cruise ships used to sail at midnight, which gave passengers the opportunity to dine and go to night clubs

Jamaicans in Panama

The important role of the CSA in facilitating the development of regional shipping was noted when a team from the Shipping Association of Jamaica (SAJ) visited the Manzanillo International Terminal (MIT), from August 13 to 17, 2008, to expose its managers, members of the workforce as well as the trade unions to working practices at this major transshipment port in Panama. Both are members of the CSA. SAJ is a founding member and MIT has won the CSA Port of The Year Award on a number of occasions. The idea was to share experiences in operations, particularly stevedoring, a service provided by the SAJ to Port Bustamante. The visitors got together for a group photograph at the end of the visit.



In the photo are: (back row, l – r): Kenroy Daley, Alvin Sinclair, Vice President of the Bustamante Industrial Trade Union; Terrence Brooks, Operations Manager at the SAJ's Recruiting Centre; Jerome Gayle, Shift Monitor; William Raby, Shift Monitor; Frances Tavares, Shift Monitor; Roger Hinds, Vice President of the SAJ; Diana Reynolds, Human Resources Development manager; Alvin Henry, Industrial Relations Consultant and Honorary Member of the CSA; (front row, l – r) Juan Carlos Croston, Vice President of Marketing for Manzanillo International Terminal (MIT); Jose Iribarren, Port Administrator at MIT; Gavonnie Phipps, Michael Bernard, President of the SAJ; Derrick Forbes, Clifton Gordon, Barrington Dawes, Deputy General Secretary of the Trade Union Congress; Jermaine Dacres; and, Trevor Riley, General Manager of the SAJ.


or casinos. Now they look out and see the cruise ships sailing by. The Florida-Caribbean Cruise Association is working with the government and private sector in Puerto Rico to increase the tours ashore for passengers, but it remains to be seen how successful this will be in a time of declining arrivals.

Home port

Competition from US ports for cruises has increased in recent years, but now Puerto Rico is getting competition from other ports in the region with lower operating costs and wages. La Romana, in the Dominican Republic, has emerged as a home port for cruises. And expanded port facilities at Santo Domingo are nearing completion as well. Sailings from Dominican Republic ports offer an added advantage for foreign passengers in that they avoid US formalities completely, as Mr Busto pointed out.

Meanwhile, Punta Cana airport in the Dominican Republic is said to be apply-

ing for US pre-clearance facilities that will increase its attractiveness. Should similar moves by La Romana and Santo Domingo occur, it would result in more competition. Panama is also encouraging homeporting by cruise ships. And, because of the air service it has with Continental and Copa, it is vying for regular cruise business as well.

All of these changes are occurring at a time of major shakeouts in aviation in the Caribbean. American Airlines, which controls two-thirds of passenger volumes into and out of Puerto Rico, announced severe cutbacks in flights earlier. And, while the company has restored some of them, it is a touch-and-go situation at present. It is further complicated by a cutbacks in flights by the regional carrier American Eagle. After an announcement that American Eagle was to be sold by American, it has subsequently decided to maintain its schedule through December, after which there will be a review. 

SVGPA buys new crane

St Vincent & the Grenadines Port Authority (SVGPA) has taken delivery of a new Gottwald crane at a cost of EC\$15 million.

The crane has been installed at St Vincent's Campden Park Container Port (CPCP) as the port authority speeds up the shift of container handling away from the limited, congested and largely outdated facilities at Kingstown to the purpose-built CPCP terminal.





Suriname to build first cruise terminal

The process has gained momentum and reports are that by the end of 2009, cruise passengers to Suriname will land in a facility that is a little more comfortable than what is now in place.

As a cruise destination, Paramaribo is still largely, unheard of. In 2004, for example, the country officially reported zero cruise passenger arrivals while Aruba received over 370,000 and Curaçao landed over 200,000. Over the past few years however a few small cruise ships have ventured to this South American destination but nothing to compare with what other Dutch speaking destinations just to the north have been receiving.

Cruise ships have been using Nieuwe Haven. However, because of draft restrictions (6 metres with tide), Nieuwe Haven can only receive smaller ships.

Suriname authorities saw

an opportunity and decided to seize it. If cruise ships calling far south – Curaçao, Aruba, Cartagena – then, perhaps a plan should be designed to get some of this business. They discussed different ideas and models for years and finally decided. The announcement came in the parliament from President Ronald Venetiaan in October 2007 when he presented the budget for the fiscal year 2008 to parliament.

Special port

The plan: build a special port area at the Suriname River to dock large cruise ships with shore facilities to accommodate a flow of cruise passengers.

A feasibility study was commissioned and delivered back in 2006. The construction of a modern, multi-functional cruise terminal was to be part of a larger project: Restructuring of the Waterfront Paramaribo (HWP).

The total costs for the

project is estimated at US\$35 million. The cost for the cruise terminal project is estimated at over US\$2 million and it is understood that part of the capital has

Suriname expects to open its new cruise terminal next year

already been sourced.

A main stakeholder in the project is NV Havenbeheer, a government-owned entity (the Suriname port authority) which operates several ports in the country. NV Havenbeheer is the owner of the land where the cruise terminal will be established.

Inspiration from Brazil

The Waterfront Paramaribo project involves a complete facelift of the popular Waterfront area in downtown Paramaribo, between the Central Market and the SMS-pier, along the Suriname River. The area is frequented by visitors and locals.

Development will enrich and expand the Pamaribo experience. It will facilitate cultural and entertainment activities and in this regard, public facilities will be cre-

ated in the area for tourists and locals.

Port officials indicate that the project plans were inspired by the Estação das Docas in Belém do Para, in Brazil. In Belém, the capital of the Para state in Brazil, the Docks Station is a traditional cultural site that holds an important part of the city's history. Development there was planned around revitalizing the docks for new uses, without losing its characteristic atmosphere and historic heritage. In May 2008 the Minister of Regional Development and several other officials visited Brazil to get a closer look and to get ideas.

"Cruise tourism is an



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important source of foreign currency for the country. In March 2007, four cruise ship arrivals were handled very professionally. Construction of a cruise terminal therefore is crucial for the further development of the tourism industry”, said the Head of State when he made the announcement to Parliament.

Eco tourism

Tourism officials in Paramaribo argue sun, sea and sand are not the only attractions of the Caribbean. They point to growing interest, especially from European visitors, to visit eco-tourism destinations in the region. They think Suriname, with its abundance of pristine rainforest and rich cultural and ethnic diversity, could successfully tap in to these emerging markets.

Eco-tourism, which takes visitors off the beaten track, requires comprehensive planning. As the government of Suriname moves to develop eco-tourism, local communities have been brought into the process. For example, “hearing sessions” were held to gather information for a management plan for the Central Suriname Nature Reserve. In a community workshop organised by Conservation International Suriname in February 2001, both Amerindian and Maroon societies were consulted.

Commenting on Suri-



name’s potential as a cruise destination, CSA Cruise Committee Chairman, Jan Sierhuis said: “There is potential. Cruise ships now experience a long ‘empty stretch’ between the Caribbean and the Amazon.”

This of course offers a tremendous opportunity for Suriname. At the same time, market and industry perception of other ports of call could create a windfall for Paramaribo. The Orinoco is considered dangerous and Georgetown is causing some concern because of crime reports. Devil’s island (French Guyana) is not seen as a very interesting stop.

“Basically there is no cruise destination on the long stretch between Trinidad and the Amazon river. We hear that the bauxite industry has plans to dredge the Suriname river to nine metres and this would allow smaller HAL ships to come to Suriname. I think there is a potential, as Suriname is relatively safe and has a unique

cultural mix. The only living Indonesian community of the Western Hemisphere is residing in Suriname, Jan Sierhuis commented.

Welcome mat

Suriname is rolling out the welcome mat for cruise lines and their passengers. More frequently stakeholders in the Suriname tourism industry are visiting international tourism fairs to promote their product and to pick up industry vibes.

Minister of Regional Development, Michel Felisi, who has responsibility for the two markets close to the terminal site is very excited about the cruise terminal project.

“To receive visitors, you want to offer them the best facilities possible and expose your country in the most positive way. Therefore it is necessary to implement several measures in order for the markets to blend in smoothly with the tourist activities to make their stay very memo-

orable”, said the minister.

“We will renovate and upgrade the markets and with the establishment of the terminal we expect that Suriname will play a major in the tourism industry in the region”, he added.

If the Minister plans to roll out the welcome mat for cruise passengers, so does American fast food giant, Burger King. The first Burger King restaurant to be launched in Suriname was expected to open during the second half of calendar 2008 in Paramaribo. The 650 square-metre, two-story restaurant with Wi-Fi access, state-of-the-art indoor playground, lounge area and coffee counter – will provide familiar ground to American cruise passengers and a taste of America for Europeans. Even if you’re selling nature, it helps if there are familiar brands evident when cruise passengers come ashore. 

- Mike Jarrett and Ivan Cairo



Mammoth project continues apace

A VITAL FEATURE of the Panama Canal expansion is the construction of two sets of locks, one on the Pacific side and the other on the Atlantic. Each lock will have three steps, each with water saving basins that will reuse up to 60 per cent of the water employed in vessel lockage.

The canal expansion programme also includes widening and deepening the navigational channels in Gatun Lake and the Pacific and Atlantic entrances to the canal, as well as deepening the Culebra Cut.

Dry excavation for a new 6.7 km access channel is being carried out to connect the new Pacific locks with Culebra Cut. Some modifications to infrastructure and equipment will be made to raise the operating level of Gatun Lake by 45 cm.

On the Pacific side – also known as the Pacific Access Channel – dry excavation will be divided into four contracts. Two of these contracts had been awarded by December last year and the third was due to go to tender in August

this year. Once this new channel is built, vessels coming from the Pacific Ocean will enter the new locks and go directly to Culebra Cut, bypassing Miraflores Lake. This will save the time that would be spent in transiting an intermediate lock such as Pedro Miguel.

Excavation

In July last year the Panama Canal Authority (ACP) awarded the first dry excavation contract to the Panamanian company Constructora Urbana, S.A. (CUSA). By January this year CUSA had completed one of the projects under this contract, the clearing of 146 hectares of munitions and explosives, in the area of Cartagena, formerly used by the United States military.

By the end of June, the contractor had excavated 3.5 million cubic metres of material. A total of 7.4 million cubic metres has to be removed by CUSA before the contract finishes in January 2010. This material comes mainly from Paraiso Hill, near Pedro Miguel Locks.

The first dry excavation contract for the Pacific Access Channel (PAC 1)



requires the height of the hill to be reduced from 136 metres to an elevation of 46 metres. By the end of June 2008 Paraiso Hill had an average elevation of 65 metres.

In November last year the ACP officially awarded the second contract (PAC 2) to the Mexican-Panamanian consortium Cilsa Panama-Minera Maria. On 21 March this year the contractor began the dry excavation and by mid year it had removed 814,779 cubic metres of material. A total of 7.5 million cubic metres must be removed in a 2.4 km stretch. PAC 2 also includes the second phase of construction of the new Borinquen Road, involving the relocation of a 1.3 km stretch, and construction of the Cocoli River diversion. Cilsa Panama-Minera Maria had fulfilled 13 per cent of the contract by the end of June.

Dredging works

On 1 April this year, the ACP awarded its largest contract so far – for dredging of the Pacific Entrance navigational channel. The bid was won by Dredging International (DI) with a price offer of PAB 177.5 million. The project consists of widening the Pacific Entrance navigational channel to a minimum of 225 metres and deepening to 15.5 metres below the low tide average level, including partial construction of the south access to the Pacific post-panamax locks. This will involve the removal of about 9.1 million cubic metres of material. A total of PAB 24.5 million is being invested in mobilisation and demobilisation of equipment.

During the second quarter of 2008 the contractor focused on planning these works and initiating partial mobilisation. The company has already



submitted a payment bond, insurance policies for the equipment and a preliminary timeline for the first 90 days, as well as the results of the geophysical study and drilling operations during the pre-bid phase.

For Gatun Lake, the project also includes the provision of navigation lights, bank lights and buoys along Gatun Lake. The ACP is also responsible for the direct environmental management, inspection and monitoring of the project.

The project consists of widening the Pacific Entrance navigational channel to a minimum of 225 metres and deepening to 15.5 metres below the low tide average level.

Also, in June, the ACP and DI carried out bathymetric soundings for the entire navigational channel and a land survey of about 50 per cent of the channel's shores. The results of subsequent soundings will determine the contract's payment volumes.

Gatun Lake and Culebra Cut

The ACP is in charge of the dredging works for deepening and widening of Gatun Lake as well as for deepening Culebra Cut, where about 27 million cubic metres of material will be removed.


In June the volume of blasted material was 71,449 cubic metres. A total of 211,729 cubic metres of material has been fragmented since blasting began in Gatun Lake last April. Dredging volumes for last June reached 416,000 cubic metres, while the total excavated volume is just over 1.7 million cubic metres.

The Culebra Cut deepening works will require new types of navigation aids, such as buoys and bank lights, to meet environmental regulations. In June the blasted material in Culebra Cut was 24,202 cubic metres, while total volume is 83,340 cubic metres. Dredging works

for both Gatun Lake and Culebra Cut must be completed by 2014.

Third set of locks

The deadline for submitting proposals for design and construction of the third set of locks bid has been extended by the ACP from 8 October to 10 December. This was in response to a request from several pre-qualified consortia. This should result in improved technical and price proposals that will benefit the canal expansion programme. The project is still expected to be completed in 2014. The four pre-qualified consortia in December 2007 were: Consorcio C.A.N.A.L.; Consorcio Atlántico-Pacífico de Panamá; Bechtel, Taisei Mitsubishi Corporation; and Grupos Unidos por el Canal.

Between January and June this year, the ACP has held individual meetings with the four consortia, made up of 30 companies from 13 countries. The consortia made technical inspection visits to the areas in the Pacific and the Atlantic where the post-panamax locks will be built. This contract is expected to be awarded in the first quarter of 2009. 





Caribbean destinations need to work together



By Fritz Pinnock

THE 1960s and 1970s saw the demise of plantation crops such as sugar cane, cotton and coconut. Some countries, such as St Lucia, Dominica and St Vincent, turned to producing 'dessert' crops such as bananas and coffee. These were sold at high prices under special agreements with European countries that once held them as colonies.

These trade protection arrangements are disappearing now that WTO trade rules have made the European Union's preferences illegal. The old plantation crops are being replaced with a lucrative new 'tourist crop'. Although it was not well thought out at the beginning, tourism has been embraced as a development strategy.

New income

Owing to the decline of the transatlantic trade in the late 1950s – which served mainly to move migrants from Europe to the United States – coupled with the birth of the commercial airline industry, operators of transatlantic liners were forced to find new sources of income for these expensive vessels, which were not fitted for cargo. This gave rise to the modern cruise industry, which shifted from New York to Florida. The Caribbean archipelago became a natural cruising region thanks to its pristine beaches and its proximity to Florida.

Over the years, the cruise industry has been dominated by the shipping lines. Three companies – Carnival, Royal Caribbean International and Star Cruises – control 80 per cent of the market. This is expected to increase to 90 per cent by 2011. Moreover, the success of the cruise industry is based solely on the cruise ships themselves.

The Caribbean has moved from being an exotic, high value destination to a 'mass market' low value, high

volume destination. And the ship is the success story because it has been transformed from just a means of ocean transportation to a luxury, all-inclusive resort.

Many of these huge luxury vessels carry more passengers and crew than the population of several Caribbean territories. In addition, they offer every conceivable amenity for passengers. The sheer range of onboard services, facilities and amenities has made the ships destinations in their own right. Indeed, from time to time, lines will market a "cruise to nowhere". The cruise ship is the destination.

As cruise ships get bigger, there is pressure on Caribbean destinations to invest in shoreside infrastructure – to accommodate greater passenger volumes – as well as to upgrade the carrying capacity at ports of call.

The sheer range of onboard services, facilities and amenities has made the ships destinations in their own right.

In addition, the cruise lines are earning more from tours offered in destinations and from major in-bond sales than the operators themselves. It is a known fact that cruise lines earn up to 60 per cent of the value of the tour sold on board and 20 per cent of the gross sale on duty free items sold in participating stores. They now offer a wide range of tours on board as well as owning port facilities and ground transportation companies in major destinations.

The larger cruise lines have entered into contractual arrangements that enable them to reduce passenger 'head tax' by as much as 50 per cent based on passenger volume guarantees as in the

case of Jamaica, St Maarten and other leading Caribbean cruise destinations. On the other hand, the numbers have been rising in the Caribbean in many of these destinations, while the average spend per passenger has declined significantly.

In 2001 the FCCA published an economic impact study showing that the Caribbean accounted for about 50 per cent of total cruise ship deployment with earnings from the industry estimated at US\$ 2.3 billion. The Mediterranean, with three times less market share, earned six times as much. The same goes for Alaska. A repeat study by the FCCA in 2006 showed that the Caribbean was the destination with the largest number of visitor arrivals and with gross earnings declining to just under US\$ 1.8 billion – much less than in 2001, with record cruise calls and passenger numbers.

The Caribbean now needs to look at the model of Cruise Europe, where 103 ports are now grouped in four cruising regions. It is important to note that cruise lines do not view the Caribbean as individual destinations. This viewpoint is illustrated by a questionnaire conducted for my survey on cruise tourism*, in particularly in Question 13: "How do you see the common future of the Caribbean – as itineraries or as a united group?"

If each Caribbean country continues to stand alone, the common future does not look good for the region. This was the unanimous response. There is mistrust among destinations and so

they work better apart. One outstanding response came from a cruise line principal, who said: "I am yet to see a single island destination except Bermuda. It would suit the Caribbean to work together for the common good of the region."

So, is there any hope for the Caribbean? Is cruise tourism profitable? Or, as the questionnaire puts it: "Is the industry economically sustainable for the Caribbean in its current form?"

Unanimous

This question was answered most pointedly. The unanimous verdict was No, because earnings by the destination were falling while earnings by the vessel were increasing. Today, cruise lines earn an average of 30 per cent of income from onboard revenues. While the Caribbean is challenged to expand its port facilities, its revenues are going down. At the same time, the Caribbean cruise season is getting shorter

because ships are spending longer in the Mediterranean and Alaska.


The reality is that Caribbean governments are asked to invest in major cruise port development so as to remain on the itineraries of the larger vessels. This creates a strain on their carrying capacities.

Many also expressed the view that vessel size posed a challenge to the environment and the carrying capacities of many of the micro-states in the Caribbean. In order for the Caribbean cruise tourism to remain economically viable for Caribbean stakeholders, one has to realise that the current strategy is not as effective as it should be. So, if the Caribbean territories wish to rise out of this slump of 'unprofitability', they need to band together to achieve the greater good.

This view was emphatically expressed in Question 17 of the questionnaire: "What can the Caribbean do to improve its economic viability in the

future against global development and trends in the cruise industry?"

The central message was a call for the Caribbean to come together. That it was high time for Caribbean territories to reassess their marketing strategy to promote the Caribbean as a united region with four sub-regions, each with its own sub-theme representing the four major itineraries: Eastern, Southern, Western Caribbean and the Bahamas.

Throughout the course of our discussion, one theme resonates: that of calling together all Caribbean territories. The inherent truth in the saying 'no man is an island' is obvious. The go-it-alone mentality cannot be profitable over time. So, if the Caribbean territories wish to enhance productivity and profitability, they need to work together. 

**The findings presented in this article were taken from the author's PhD thesis on cruise tourism*



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Rotterdam: The promise of a European cruise destination

The Dutch port has found success by reviving its traditional role as a passenger port

THE EUROPEAN cruise industry is growing fast. Today it accounts for more than 250,000 jobs in Europe and generates over EUR 10.6 billion in direct expenditure and 15 million visits to European ports.

The most popular region for cruise customers setting off from Europe last year was the Mediterranean and Atlantic islands.

The 2008 economic impact study of the European Cruise Council shows that every EUR 1 million spent by the cruise industry creates EUR 2.2 million in business output and 21 jobs paying an average wage of EUR 33,500. This study has predicted that 4.1 million cruise tourists can expect to be sourced from

European countries by 2010 – and this could rise to 5.1 million by 2015.

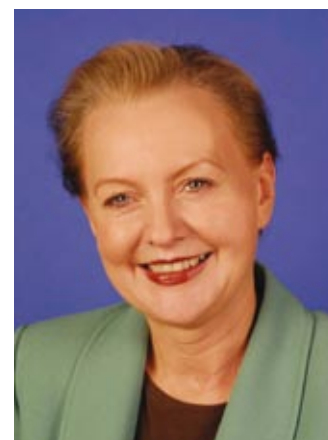
The most popular region for cruise customers setting off from Europe last year was the Mediterranean and Atlantic islands, with a 60

per cent share of the market, followed by the Caribbean and other international regions (24 per cent) and northern Europe. Customers taking their first cruise often have the best known cities on their wish list. More experienced cruisers, who represent 80 per cent of the total cruise market, ask for

destinations like Hamburg, Bilbao or Rotterdam.

Rotterdam is part of the West Coast Region. It is famous for its world-class port, currently the largest in Europe and one of the five most important in the world. It lies at the heart of an area with much to offer. Rotterdam is the perfect start, or ending, for a European cruise. Its mix of modern architecture, shopping centres and industrial tourism, close by the windmills of Kinderdijk and historical cities like Delft, Gouda and Dordrecht, has made Rotterdam a real winner as a cruise destination.

With over 400 years of experience in shipping and international trade, Rotterdam has strong historical ties with the travel industry. From 1873 until the 1970s it was the thriving hub of Holland America Line (HAL). Steamships with such familiar names as



By Mai Elmar

'Rotterdam', 'Nieuw Amsterdam' and 'Statendam' carried hundreds of thousands of passengers from Rotterdam to New York. The company's head office was located on the site of what is now the Hotel New York while the current Cruise Terminal Rotterdam was formerly the arrivals and departures terminal for liner passengers. By the early 1970s, Rotterdam was no longer a major port for passengers. However, since the promotion of Rotterdam as a cruise destination, there has been a stirring of awareness among international interests. Last year, after an absence of 36 years, HAL located its European head office in Rotterdam once more.

Strategy

In its efforts to attract cruise business to the local region, Rotterdam is pursuing a strategy of communication, creativity and co-operation. The port and city, local cruise market and the tourism industry – including hotels, retailers, attractions and museums – are being urged to combine their efforts to create the most



attractive conditions for cruise lines and their passengers.

Opportunities

Because the cruise is not a single destination product, Rotterdam continues to pursue joint marketing opportunities with cruise lines and other European cruise destinations. Rotterdam is a member of Cruise Europe, founded in 1991 after a meeting between 27 European ports. The aim was to work together to market northern and western Europe to the cruise operators. Today, some 100 ports, from

Lisbon in the south to Hammerfest in the north, are members of Cruise Europe.

“Meet the expectation and deliver what you promise” is a key maxim of the Rotterdam cruise industry. A good cruise experience is just as important to the lines as it is to their passengers. This is a shared interest for developing the European cruise market and boosting its international competitiveness. And it has brought success:

1. Yields in Europe are higher than in the Caribbean
2. The strong euro makes

cruising priced in US dollars more attractive for Americans compared with a land-based vacation in Europe

3. Hence, demand is high and the cruise industry is looking for ways to ‘stretch’ the European season, particularly in the Mediterranean

4. As a result, the Caribbean season has become shorter, with ships now arriving in late November instead of October and leaving early again in April/May.

Cruise Med and Cruise Europe have played a

leading role in convincing the cruise industry that ships can come earlier and stay longer. In my view, it would take a similar organisation in the Caribbean to convince the industry that the Caribbean can be an attractive summer destination. This requires intensive summer marketing programmes backed by attractive summer family cruises, that could be charged at a premium, and lower off-season calling costs, in an effort to increase the demand and yield situation. [CONTI](#)



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Bunker prices lead to rethink on cruise itineraries

By Gary Gimson

BUNKER PRICES may now be off their peak as crude oil prices retreat from early summer highs of over US\$140 a barrel; but volatility continues in the oil market and no one can be sure where bunker prices will be a year from now.

Fears that bunker prices will remain high have led to some hard thinking by cruise operators as they seek to ameliorate fuel costs.

As bunker prices climbed during late 2007 and the first half of 2008 to well over \$600 a tonne, cruise companies went for the easy but short-term option: fuel surcharges. However, growing passenger resistance to surcharges during a

period of belt-tightening by consumers has forced major cruise operators to consider alternatives to merely saddling the customer with extra bills.

Surcharges

All the major operators announced fuel surcharges for passengers in 2007-8. Some amounted to as much \$126 per passenger per cruise. For example, group companies of the industry leader, Carnival, were charging \$9 per passenger per day for first and second class passengers on any one booking – the third increase in less than a year. And this was after the operator had been obliged to refund \$40 million to those retroactively charged for tickets already purchased.

Many charges were flat rate and not related to the length of cruise or the distance actually travelled.

A number of options are under discussion. Most do not make happy reading for destinations – especially those far from the main home ports. Such is the level of concern that some Caribbean ports are already known to have commissioned studies to evaluate the impact of higher bunker prices on their particular destination.

Apart from tinkering at the edges, little can be done for



2009 as itineraries are already in place – although Carnival announced in June that it was changing cruises to reduce fuel consumption.

Most cruises for the winter 2008-9 season were fixed and sold long before fuel prices went through the roof, so don't expect to see too many short-term changes. But cruise planners are taking a hard look at itineraries for 2010 and the pressure is clearly on to reduce bunker costs. There are three main options open to the bean counters: a reduction in voyage distances, slow steaming and – for less obvious reasons – the ending of fly-cruises.

If the option is to reduce voyage distances, then there is a danger that some peripheral ports may find themselves missing from itineraries as ships stay closer to their home port. But areas of the Caribbean are not the only destinations vulnerable to cuts in voyage distances. This is a world-wide phenomenon.

At the port authority for Reykjavík in Iceland, cruise marketing executive Ágúst Ágústsson is responsible for promoting a destination on the outer edges of Europe. He said: "The itinerary people I have talked to lately are very

much aware of high bunker costs and it seems that they have started to take distances more into account than they did before. But this will not show up in the itineraries until 2010."

However, Ágústsson remains optimistic that his unique destination will remain popular wherever bunker prices may go in the future: "One should bear in mind, when looking at this issue, that it's the

If the option is to reduce voyage distances, then there is a danger that some peripheral ports may find themselves missing from itineraries as ships stay closer to their home port.

saleability of the itinerary – that is, filling the ship – that counts in the end."

Nevertheless, Nigel Lingard, marketing director at UK-based Fred. Olsen, believes that some destinations are vulnerable. He cites ports in the southern Caribbean, Colombia, Panama and Costa Rica as being most at risk from reduced voyage distances.


Less time in port

Rather than just cut out destinations, however, he said Fred. Olsen was looking

at other ways of saving fuel, including slow overnight steaming between destinations, which would mean leaving port earlier than previously. So although the impact of high fuel prices may not necessarily lead to a reduction in destinations, it may mean less time in each port.

More critically, Fred. Olsen has decided to reduce fly cruises from its UK base and especially flights to the

Caribbean. Mr Lingard said the double whammy of voyage fuel surcharges and air charter surcharges was, perhaps, too much for many passengers. As a result, he said, Fred. Olsen would be operating more voyages out of the UK in 2010.

Mr Lingard also believes that some US operators will be doing the same in reverse: bringing tonnage back from the Mediterranean to reduce fly-cruises in the opposite direction. So the net impact on the Caribbean may, in fact, be neutral. 





Protecting this magnificent cruising region



which is so vital to the continued success of the cruise industry.”

Acknowledging the critical importance of the region to the cruise industry, he said: “Within the overall cruise industry, the Caribbean is the number one cruise destination by far, featured on roughly half of all itineraries operated by members of the Cruise Lines International Association [made up of 24 cruise lines serving North America]”.

He went on: “The Caribbean is the lifeblood of our

there was a high level of interest in Mr Buck’s presentation.

The Caribbean

The Caribbean has become associated with cruising because it has everything consumers want from a vacation: picture-perfect weather all year round,

on Caribbean cruises last year. In 30 years, the company has grown from a single ship to be the world’s largest cruise operator. Mr Buck describes his job as “developing relationships with our Caribbean partners”.

Conference delegates are generally CEOs and managers of companies and corporations in the shipping industry. Most live in the Caribbean or have been operating there for some time. They are aware of the economic and environmental devastation that could occur if the Caribbean Sea were to be poisoned with waste and they carry a common concern for its protection. Understandably,

It really is in the best interest of all of us to do all that we can to protect this magnificent cruising region

excellent beaches, crystal-clear waters, diverse cultures and a wide choice of fascinating sites and attractions.

Mr Buck told the conference: “It really is in the best interest of all of us to do all that we can to protect this magnificent cruising region,

business and it goes without saying that we must do everything we can to protect the region’s precious natural resources.”

If participants had any doubts about Carnival’s recognition of the importance of protecting the body

HOW DOES A MAJOR cruise company fulfil its responsibilities towards the communities and the environment where its ships operate?

This was the topic chosen by Gordon Buck, vice-president of Caribbean relations for Carnival Cruise Lines, when he addressed delegates at the Caribbean Shipping Executives’ Conference* in St Maarten in May.

Carnival is the Caribbean’s largest cruise line. Eighteen of its 22 ships sail the region on a year-round or seasonal basis and Carnival carried about 2.9 million passengers



of water that is the basis of its business, then Mr Buck washed them away with his opening statements. To be sure, the Caribbean Sea is, as he termed it, the lifeblood of a cruise business in which Carnival is dominant.

"Protecting the Caribbean clearly makes sense from a

business perspective. But, more than this, it is right," Mr Buck told his audience from the English, Spanish, French and Dutch Caribbean.

Regulations

He cited a number of global and regional regulations governing the disposal

of waste by cruise operators. There are regulations covering waste management, sewage, oily waste, chemicals and air emissions which focus on preventing different forms of marine pollution from ships. For example, the six annexes of Marpol include oil, noxious liquid or bulk substances, harmful substances in packaged form, sewage, garbage and air pollution.

Referring to these regulations, Mr Buck said Carnival was ahead of the game: "Carnival meets or exceeds all international and domestic environmental regulations through an extensive

ballast water requirements," he told delegates.

As well as adhering to the strict maritime guidelines, Carnival has taken a lead in the search for high and low tech solutions to minimise the environmental footprint.

"We've invested millions in the development of a comprehensive environmental and waste management plan that affects every aspect of our shipboard operation," said Mr Buck. "Our environmental programmes involve thousands of staff members and are comprised of five key components: establishing the infrastructure, auditing our

Carnival has taken a lead in the search for high and low tech solutions to minimise the environmental footprint.

waste management plan for collecting, storing, processing and disposing of all waste generated aboard our ships."

In accordance with these strict international regulations, Carnival operates all 22 of its ships on a standardised format. As Mr Buck explained, Carnival has comprehensive environmental procedures and processes in place to comply with laws and regulations anywhere in the world.

"Based on specific environmental and ecological needs for a particular area, such as coral reefs, marine sanctuaries or parks, some destinations may have additional requirements built into our policies such as

processes and procedures, employee training, identifying waste streams and investing in new technology."

Carnival's environmental efforts include the recycling, incinerating and offloading of all waste materials from its ships for disposal on land. These include plastics, glass by colour, rags, metal, fluorescent lamps, cooking oil, cardboard, aluminium, electronic equipment and batteries. Solid waste is processed and incinerated on board whenever possible or sent to an approved shoreside facility. Hazardous waste is collected and stored on board until the ship reaches the United States, where it is offloaded at an approved facility.



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Addressing the company's policies on disposal of solid waste, Mr Buck said that before any waste generated by Carnival ships was handled by a waste management vendor, the company made a comprehensive due diligence evaluation of the vendor.

Carnival's environmental programmes include the identification of all waste streams generated from ship operations. The management for each waste stream is handled either on board by dedicated equipment or by being offloaded ashore.

Technology is a key component of Carnival's waste management programme.

Mr Buck said: "We've invested millions in incorporating the latest systems fleetwide – everything from incinerators and sewage treatment plants to oil/water separators, garbage compactors and refrigeration recovery units – all of which are part of our ongoing commitment to protecting our precious natural resources."

He said the cruise line was researching a state-of-the-art system on board

"All 22 of our ships employ an environmental officer whose sole responsibility is to ensure that our strict environmental protocols are followed."

the *Carnival Spirit* that uses ultra-filtration membranes to treat grey and black water to a level that would render

it usable for toilet flushing, laundry and deck washing. Meanwhile, on board, guests are encouraged to place aluminium, plastic and glass in specially marked recycling containers located throughout each ship.

"Items such as mattresses, televisions, furniture, blankets and computers which cannot be used by the ships but are still in usable condition are donated to local organisations in both our home ports and ports of call, including many Caribbean island charities," said Mr Buck.

Training


Training is another key component of Carnival's environmental initiatives: "All 22 of our ships employ an environmental officer whose sole responsibility is to ensure that our strict environmental protocols are followed. And all shipboard employees, regardless of position, attend a familiarisation course, which provides instruction on shipboard waste management. We also offer specialised environmental training to reinforce the importance that Carnival

places on environmental compliance and protection. Advanced training is also given to certain key positions."



Carnival's environmental initiatives also include an alliance with the International SeaKeepers Society. This includes data gathering devices on two of its ships to monitor water quality. The information is transmitted by satellite to environmental agencies and universities to help in assessing ocean pollution and in researching global climate changes and cyclic weather patterns.

Both Carnival's cruise fleet and its head office in Miami carry ISO 14001 Environmental Management System certification from Lloyd's Register Quality Assurance. The ISO standards evaluated Carnival's

efforts on a wide range of environmental areas, including waste reduction and recycling and energy and water conservation. In fact, four of the company's 'Spirit' class ships have received the Green Star designation from RINA, an Italian ship classification and management certification society. 

**This annual conference is organised by the Caribbean Shipping Association and held in a different Caribbean territory each time. Carnival Cruise Lines recently became a member of the CSA.*



Celebrating Silver!!

Twenty-five years and still going strong

Seaboard Marine is celebrating this year. It's celebrating Silver.

Twenty-five years of service to regional shipping is paying off. The company has seen substantial growth and has consolidated its services. In short, Seaboard Marine is set.

Seaboard Marine, a member of the Caribbean Shipping Association, provides direct, regular ocean transport services between the United States and the Caribbean, Central America and South America. The company has services in about 40 ports in more than 20 countries. Its ships criss-cross the region, daily moving thousands of dry and refrigerated containers in precise and carefully plotted schedules.

Seaboard Marine's fixed-day schedules make it convenient for its customers to coordinate manufacturing or production sequences without having to hold high levels of inventories. And as the company celebrates Silver, it has introduced a new rotation to and from Guyana and Suriname. Seaboard Marine describes this new South American service as a "milestone development".

In addition to Miami, Seaboard Marine has successfully initiated services to and from other US ports including Houston, Texas. Since 2002, Seaboard Marine has offered a reliable weekly service to Haiti, Jamaica, and the Dominican Republic from Philadelphia while also providing weekly serv-

ice to Colombia, Venezuela, Jamaica, Haiti and the Dominican Republic from Fernandina Beach, Florida.

Efficient ships, convenient schedules and a team of dedicated professionals across the Caribbean area characterize Seaboard Marine in 2008, twenty-five years since the company was established. With each office and location contributing steadily to the company's growth, Seaboard Marine has in fact become a trade leader in the Caribbean "... indeed, the Western Hemisphere" the company argues.

Knowledgeable, customer-focused

Seaboard Marine has what it describes as a "knowledgeable, customer-focused, dedicated and well-equipped" team of professionals at various office locations. Seaboard Marine's people, led by President Eddie Gonzalez, pride themselves on being "experts" at ensuring that shipments arrive in excellent condition and on time.

"Seaboard is considered (to be) a Miami-based shipping line with a distinct Caribbean spirit ... servicing the core Caribbean markets. We appreciate the Caribbean markets intimately and the out ports are led by experienced and qualified Caribbean nationals who speak the languages, know the cultures and know the markets," said Mr. Gonzalez.

Fundamental business culture

Its fundamental business culture may be driven by the experiences of its parent company. Seaboard Marine is a full subsidiary of Seaboard Corporation. Seaboard Corporation's history dates back almost 90 years. Over this time the Seaboard Corporation has expanded

Efficient ships, convenient schedules and a team of dedicated professionals across the Caribbean area characterize Seaboard Marine in 2008






The first sailing to Guatemala and Honduras from South Florida was five 40-foot trailers and Seaboard never looked back. The Caribbean soon came into sharp focus. By the mid 1980s there were services to Venezuela and Dominican Republic but by 1990 a regional service had started to take shape. The Caribbean service as it has evolved started with a sailing from Florida on the 20th of November, 1990. The (MV) Schalau to Antigua, St Lucia, Martinique, Barbados and Trinidad. Subsequently, services to Colombia, Jamaica, Bahamas and Haiti were added.

The future

Seaboard Marine's commitment to the Caribbean region is assured. In the next 25 years there will be a continuation of the strategy of expanding and deepening the reach and quality of its services, with the Caribbean acting as a hub for transshipments.

The company also plans to continue its little known initiatives of contributing to the development of the communities which it serves. Over the past 25 years, the line was pleased to be associated with various sport, health and youth organizations across the Caribbean. It is committed to continuing this by sponsoring and participating in community enriching projects across the entire Caribbean region. 

through acquisitions, partnerships and internal growth. However, despite its name, Seaboard Corporation's roots are in grain and agriculturally derived products. Seaboard Corporation's Commodity Trading and Milling Division comprises grain processing and trading companies throughout South America, the Caribbean and Africa. Its ships, company-owned and chartered, are the basis of a reliable delivery service; facilitating a network of selected suppliers in the USA, Argentina and Europe to deliver grains and oilseeds to third party flour and feed manufacturers. Primary commodities sourced and traded include wheat, corn, soybeans, mill feed, soybean meal and other protein meals. (In 2006, sales through consolidated entities were over \$700 million.)

Another subsidiary, Seaboards Foods, is one of the largest vertically integrated pork producers and processors in the United States. Seaboard Foods produces and sells fresh, frozen and processed pork products to further processors, food service operators, grocery stores, retail outlets and other distributors in the United States, Japan, Mexico and other foreign markets.

Primary operations

Seaboard Marine's primary operations include a 135,000 sq foot warehouse in Miami for cargo consolidation and temporary storage, plus a 70 acre terminal at the Port of Miami. At the Port of Houston, Seaboard operates

a 62 acre cargo terminal facility with over 690,000 square feet of on-dock warehouse space for temporary storage of bagged grains, resins and other cargoes; a far cry from its humble beginnings in 1983.

In July of that year, 15 persons who were previously employed to Chester Blackburn, agents for Pan Atlantic lines, started what has become a success story. The first sailing was a few weeks later, on August 23rd from Rivera Beach in South Florida. Two small ro-ro ships: the *Begonia* and the *Gardenia*, each with 52 teu positions, started a service between Guatemala and Honduras with over land services to El Salvador; and, Panama / Costa Rica with overland services to Nicaragua.



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Streamlining your office for efficiency could start with a document management system



By Frances Yeo

In creating greater efficiencies in your operations, constant review and analysis of available information and communication technology tools is essential. Products that could result in cost savings if applied judiciously are being introduced.

Typically, today's shipping businesses generate and process reams of paper on a weekly basis. Storage and retrieval of these documents can prove to be an onerous task. Simply finding storage space could be a challenge.

The traditional way of storing documents in cabinets takes up prime office space and can also prove to be hazardous. Converting a shipping container into filing rooms for more storage or building space for storage is simply untenable.

Let's explore how a company can eliminate the clutter and make better use of office space by stepping up to the modern way of storing information with a document management solution.

A document management system is a computer application used to track

and store electronic documents and/or images of paper documents.

Benefits of Document Management Systems

A document management system enables easy retrieval of documents. It reduces cost of storage as paper documents can be stored offsite at a lower cost of floor space. It readily facilitates workflow capabilities and automation of document processing. An effective document management system enables implementation of disaster recovery/ business continuity plans as electronic copies of documents can be replicated to an offsite computer centre. In addition, it has the capability to create records retention and disposal schedules for those paper documents that must be retained.


Options for Implementation

On premises – This option allows companies to purchase a copy of the software to be installed on their own hardware usually at their own premises. The solution is usually implemented

with the assistance of a reseller/partner of the company that developed the application.

Hosted by solution provider – The software can also be hosted by a solution provider who will install the software on servers that they own and facilitate access over the Internet. The obvious benefit of this approach is the reduction in expenditure at the start of the project as the provider usually bills the customer on a monthly basis.

Several systems are available, however choice of a system will no doubt be guided by cost. The level of support that can be offered by the solution provider in first analyzing your needs, recommending suitable modules and walking your team through the conversion process from beginning to end is also a very important factor in making your choice.

A carefully planned implementation of the right solution can provide you with the cost savings all around and greater efficiencies in your operations and service delivery. 



Emergency response information: what, why and how

By Harry Lux

IT IS TWO O’CLOCK in the morning and someone in the port notices a container leaking a substance out of its doors. What is the product? Who do they call to take care of the problem? Where do they get the information on how to handle the situation?

Not only is this scenario played out regularly within ports, it is also occurring at airports, in warehouses, on the streets within your communities and at numerous other work places around the world.

Unique dangers

Each hazardous material presents its own unique dangers. And knowing what those dangers are before you respond to spills or leaks can make the difference between life and death. What do the materials react with? What is the vapour density? What is the specific gravity? How can you neutralise it? Do you need special fire-fighting equipment?

These are just some of questions you need

to answer if you are the responder. And time is of the essence when the spill or leak is identified.

Recently, three stevedores lost their lives in south Florida while loading a containership. The hazardous material was a Class 2.2, non-flammable, non-toxic gas. Although the gas did not ignite or explode, or poison the workers, it did displace the oxygen in the hold of the vessel, causing an asphyxiate environment. It is highly probable that if the emergency response information had been reviewed once a concern was noted – and prior to their entry into this area – this terrible tragedy could have been prevented.

So if you intend to ship hazardous materials in today’s world, you must be able to provide the required emergency response information for the material you are shipping.

Different modes have different requirements, but they all require that the information must provide enough information to explain the risks, health

hazards and precautions to take when dealing with leaks or spills of the hazardous material. This isn’t just nice-to-have information; it

immediately available at all times for use in emergency response to accidents and incidents involving dangerous goods in transport.

If you intend to ship hazardous materials in today’s world, you must be able to provide the required emergency response information.

is the information needed to save lives should something go astray.

In order to comply, you must follow the requirements of the International Maritime Dangerous Goods (IMDG) regulations*:

Emergency response information 5.4.3.2.1

For consignments of dangerous goods, appropriate information must be

This information must be available away from packages containing the dangerous goods and immediately accessible in the event of an incident. Methods of compliance include:

1. Appropriate entries in the special list, manifest or dangerous goods declaration; or
2. Provision of a separate document such as a safety data sheet; or
3. Provision of separate documentation, such as

the Emergency Response Procedures for Ships Carrying Dangerous Goods (EmS Guide) and the Medical First Aid Guide for Use in Accidents Involving Dangerous Goods (MFAG).

The US Code of Federal Regulations requires:

- (1) Basic description and technical name of the hazardous material
- (2) Immediate hazards to health
- (3) Risks of fire or explosion
- (4) Immediate precautions in the event of an accident or incident
- (5) Immediate methods for handling fires
- (6) Initial methods for handling spills or leaks in absence of fire
- (7) First aid.

Information about the hazardous material must be:

- (1) Printed legibly in English
- (2) Available for use away from the package containing the hazardous material
- (3) Presented on a shipping paper; or in a document that includes the basic description and technical name of the hazardous material, the ICAO technical Instructions, the IMDG code or the TDG regulations, as appropriate, and the required emergency response information

required by this subpart; or a written notification to the pilot in command; or a dangerous cargo manifest.

Emergency phone number

Anyone who offers a hazardous material for transportation must provide an emergency response telephone number, including the area code or international access code. The telephone number must be:

- (1) Monitored at all times when the hazardous material is in transit, including storage;
- (2) The telephone number of someone who knows the hazardous material being shipped and has comprehensive emergency response, or has immediate access to a person with such knowledge and information. A telephone number that requires a call back does not meet the requirements; or
- (3) Entered on a shipping paper, as follows:
 - (i) Immediately following the required description of the hazardous material
 - (ii) Entered once on the shipping paper in a clearly visible location. This provision may be used only if the telephone number applies to each hazardous material entered on the shipping paper and if it is indicated that the number is for emergency response information.

You must have the telephone number of the person offering the hazardous material for transportation or the number of an agency or organisation that can provide detailed information about the material.

To ensure the utmost safety of those working in the supply chain, please provide as much emergency response information as you can. In an emergency situation you will never have too much information to review for guidance.

As stated above, the 24-hour telephone number must be for the shipper or his designated provider. This

means, if you don't want to provide this service yourself, you will need to contract an outside agency to perform this function for you. Emergency response information is just that: information required in an emergency. If you are the one responding and/or overcome by a hazardous material, you will surely appreciate the information.

If it is not available, you may be the one suffering the consequences. ☹

**The wording of these rules has been simplified here for the sake of brevity*

The early bird ... gets more choices

The next issue of **CARIBBEAN MARITIME** in January 2009, will focus on **PORTS AND TERMINALS**. Articles will look at the wharf companies; terminals and support services in Caribbean shipping as well as the work of the Caribbean Shipping Association in assisting development.

Contact **Lester Powell** at Land & Marine immediately, to book advertising or to discuss your special needs.

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the official journal of the
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Protocol Amending The Treaty Establishing The Caribbean Community (Protocol VI: Transport Policy)

The States Parties to the Treaty Establishing the Caribbean Community (hereinafter referred to as “the Member States”):

Recognising the vital importance of land, air and maritime transportation for maintaining economic, social and cultural linkages as well as facilitating emergency assistance among the Member States of the Caribbean Community (hereinafter called “the Community”);

Recognising further the importance of the establishment and structured development of transport links with third States for the accelerated and sustained development of the CARICOM Single Market and Economy;

Aware of the importance of promoting adequate air and maritime transport services for the continued viability of the tourism industry and of reducing the vulnerability of the CARICOM Region resulting from its reliance on

extra-regional carriers;

Convinced that a viable transport policy for the Community will make a significant contribution in satisfying the demands for the intra-regional movement of people and products in the CARICOM Single Market and Economy;

Conscious that the efficient regulation of air and maritime transport is essential for the promotion of safety and the protection of the environment, particularly the Caribbean Sea;

Conscious further of the strategic importance of air and maritime capabilities in promoting and safeguarding the essential security interests of Member States of the Community,

Have Agreed as follows:

Article 1: Use of Terms

In this Protocol, unless the context otherwise requires: “Community” includes

the CARICOM Single Market and Economy to be established by the Protocols amending or replacing the provisions of the Caribbean Common Market Annexe to the Treaty;

“Conference” means the Conference of Heads of Government of the Community;

“the Council for Trade and Economic Development (COTED)” means the organ of the Community so named in Article 6(2)(a) of the Treaty;

“Member State” means a Member State of the Community;

“recommended practice” means any specification for physical characteristics, configuration, material, performance, personnel or procedure, the uniform application of which is regionally or generally recognised in the international community as desirable for the efficient delivery of transport services;

“standard” means any specification for physical

characteristics, configuration, material, performance, personnel or procedure, the uniform application of which is regionally or generally recognised in the international community as necessary for the efficient delivery of transport services;

“Treaty” means the Treaty establishing the Caribbean Community signed at Chaguaramas on the 4th day of July 1973 and includes any amendments thereto which take effect either provisionally or definitively (hereinafter referred to as “the Treaty”).

Article 2: Objectives of the Community Transport Policy

1. The goal of the Community Transport Policy shall be the provision of adequate, safe and internationally competitive transport services for the development



and consolidation of the CARICOM Single Market and Economy.

2. In fulfilment of the goal set out in paragraph 1 of this Article, the Community shall pursue the following objectives:

- a. the organisation of efficient, reliable, affordable transport services throughout the Community;
- b. the development and expansion of air and maritime transport capabilities in the Community;
- c. the promotion of co-operative arrangements for the provision of transport services;
- d. the development of efficient internationally competitive ancillary transport services;
- e. the development of human resources for employment in all areas and

at all levels of the transport sector;

f. the implementation of standards for the development of safe road, riverine, sea and air transport services.

Article 3: Implementation of Community Transport Policy

1. In order to achieve the objectives of the Community Transport Policy, the Council for Trade and Economic Development (COTED) shall, in collaboration with other Organs of

the Community as appropriate, promote, inter alia:

- co-ordination of the national transport policies of Member States;
- the implementation of uniform regulations and procedures, consistent with standards and recommended practices, for the development of an efficient multi-modal transport system, particularly in respect of operations, safety, licensing and certification
- the development of

required institutional, legal, technical, financial and administrative support for the balanced, sustainable development of the transport sector;

- the establishment of measures:
 - i. to ensure that the development of the transport sector does not impact adversely



on the environment of Member States and, in particular, the Caribbean Sea;

ii. for the acquisition and transfer of technology in the transport sector; and

iii. for the establishment of joint ventures and programmes for human resources development; and

- investment in the transport sector, including ancillary services supportive of the sector;

- the removal of obstacles to the provision of transport services by nationals of Member States in accordance with the relevant provisions of Protocol II.

2. The COTED shall develop programmes to facilitate the achievement of the objectives set out in Article 2.

3. Member States shall co-ordinate their actions in order to secure the best terms and conditions for the provision of transport services by service providers.

Article 4: Search and Rescue

1. The COTED shall promote co-operation in air and maritime search and rescue operations in the Community, bearing in mind such machinery as may exist for the overall co-ordination of search and rescue services.

2. Member States shall notify the COTED of air and maritime equipment and facilities available for use in search and rescue operations.

3. Member States shall collaborate with third States and competent international organisations in search and rescue operations.

Article 5: Intra-Community Transport Services

1. Member States shall adopt uniform standards and recommended practices for the provision of transport services.

2. Member States shall notify the COTED of legislative, regulatory or administrative measures affecting the provision of transport services within their domestic jurisdictions where such measures deviate from uniform standards and recommended practices.

3. Member States adversely affected by such regulatory or administrative measures may notify the COTED of such adverse effects, and shall have recourse to the disputes settlement procedures under the Treaty.

Article 6: Development of Air Transport Services

1. Member States shall co-operate in:

- the development of air transport services in the Community and towards this end may conclude among themselves air transport agreements designed to facilitate the provision of such services;

- establishing measures to ensure that the provision of international air transport services in the Community is undertaken by financially viable and technical qualified carriers and operators, and that the Community interest in safety, security and economy of air travel is not prejudiced.

2. The COTED shall promote co-operation among Member States in the registration of aircraft and the enforcement of applicable standards in the air transport industry.

3. Member States shall co-operate in ensuring uniformity in licensing and certification procedures and equivalencies within the Community for aviation personnel in conformity with international standards.

4. The COTED shall promote co-operation among operators of transport services of Member States particularly in purchasing of equipment and supplies, the management of inventories, interline and inter-modal operations, code sharing, reservations, insurance, leasing and similar operations.

Article 7: Aircraft Accident and Incident Investigation

1. Member States undertake to conduct effective and comprehensive investigations into aircraft accidents and incidents with a view to enhancing the technical conditions for the safe deliv-

ery of air transport services.

2. Member States shall, to the extent possible, make available appropriate equipment, facilities and personnel to assist in the investigation of aircraft accidents or incidents which occur within the Community and take effective measures to protect the property of victims, relevant evidence and the crash site from interference and unauthorised entry.

3. Member States shall collaborate with third States and competent international organisations in the conduct of aircraft accident investigations.

Article 8: Development of Maritime Transport Services

1. Member States shall co-operate in the development of maritime transport services in the Community. In particular, Member States shall co-operate in:

a. enhancing flag and port State control activities in the Region;

- developing and providing expertise in the shipping industry, including the necessary services and infrastructure necessary for the growth of the shipping sector;

- protecting the marine environment from the effects of vessel source pollution and in combating the effects of such pollution; and

- taking any other action necessary for the sustainable development of the shipping sector.

2. The Community shall co-operate with competent national, regional and international organisations in establishing conditions for the provision of efficient and affordable maritime transport services among Member States.

3. The COTED shall promote co-operation among Member States in the implementation of relevant international maritime instruments relating to maritime safety, marine environmental protection, maritime accident investigation and the facilitation of maritime traffic.

4. The COTED shall promote and co-ordinate the development of maritime transport services in the Community through, inter alia:

- the development of proposals for the establishment and upgrade of small vessel enterprises in the Community;
- the establishment of a regime of incentives to encourage the development of shipping enterprises in the Community;
- the establishment, improvement and rationalisation of port facilities in the Community, to respond to the demands of containerisation, refrigeration and storage of agricultural commodities, nautical and cruise tourism and other special and dedicated services;

- co-operation and regular interchange among administrations to promote a harmonised system for the development of maritime transport in the Community;

- promotion of joint ventures among Community nationals and with extra-regional shipping enterprises to facilitate the transfer of applicable technology and increase the participation of Member States in international shipping;

- the organisation and harmonisation of training programmes within the Community, the strengthening of the capabilities of training institutions and the ease of access of Community nationals to all aspects of training and development in the shipping industry; and

- the development of ancillary services in the shipping industry, including non-vessel operating common carriers, marine insurance, freight forwarding, transshipment and other services.

5. Member States shall promote the development of maritime transport services in the Community through, inter alia:

- the establishment and improvement of port facilities;
- the establishment of effective maritime administrations for the regulation of shipping in the respective jurisdictions of maritime safety and marine environmental protection;
- the implementation of relevant international maritime

instruments related to the safety of shipping and the prevention of vessel source pollution; and

- encouraging improved efficiency in ports and in related services to reduce maritime transportation costs.

Article 9: Special Status of the Caribbean Sea

Member States shall co-operate in achieving international recognition for the Caribbean Sea as a Special Area requiring protection from the potentially harmful effects of the transit of nuclear and other hazardous wastes, dumping, pollution by oil or by any other substance carried by sea or wastes generated through the conduct of ship operations.

Article 10: Signature

This Protocol shall be open for signature by the Member States on the day of 1999.

Article 11: Ratification

This Protocol shall be subject to ratification by signatory States in accordance with their respective constitutional procedures. Instruments of ratification shall be deposited with

the Secretariat which shall transmit certified copies to the Government of each Member State.

Article 12: Accession


Any Member State other than a signatory State may accede to this Protocol. An Instrument of Accession shall take effect on the date on which the Instrument is deposited with the Secretariat of the Community.

Article 13: Entry Into Force

This Protocol shall enter into force one month after the date on which the last Instrument of Ratification is deposited with the Secretariat.

Article 14: Provisional Application

1. A Member State may, upon the signing of this Protocol or at any later date before it enters into force, declare its intention to apply it provisionally.

2. Upon such declaration by all Member States, the provisions of this Protocol shall be applied provisionally pending its entry into force in accordance with Article 13. 



We ignore Protocol VI at our peril

By Milton J. Samuda, LL.B.

EVERY MEMBER OF THE Caribbean Shipping Association (CSA), and especially those whose home states are members of Caricom, should read the Protocol Amending the Treaty Establishing the Caribbean Community (Protocol VI: Transport Policy).

The Protocol is reproduced in this issue (page 42) for your convenience.

Having read that document, they should agitate for and participate in a concerted effort to influence the unfolding of the policy details which must be agreed by member states to give life to the provisions of the Protocol.

The Protocol is not a long document. It is not difficult reading. Its content is critical to the future of our maritime industry. From the opening recitals, the Protocol establishes its own importance and places in broad yet specific context the critical importance of transportation, including maritime transport, to the success of the CSME. The fact that we

are now engaged in solidifying the CSM, with the CSME to follow, does not diminish that critical importance.

To be sure, the Protocol is wider than maritime transport; and it does locate that transport mode within a broader framework; but it also specifically identifies maritime transport in provisions which beg the studied input of the CSA. The CSA should have select members review the Protocol and draft policy positions for the consideration of its governing council and the general membership. Those policy positions should be advanced at the Council for Trade and Economic Development (Coted) and should form the basis for a representation by the CSA to the Conference of Heads of Government of the Community. The role envisioned is not in any way adversarial or contentious. While the CSA must lobby for the interest of its members, it must also embrace a role as adviser, giving assistance to Coted

and the heads as they seek to detail the policies that will give effect to the provisions of the Protocol.

Read carefully

Read very carefully the recitals that 'introduce' the articles of the Protocol.

promoting and safeguarding the essential security interests of member states" is stated, the bases are set for the goals, objectives and policy guidelines that follow. Article 8, Development of Maritime Transport Services, assigns certain responsibili-

The CSA should have select members review the Protocol and draft policy positions for the consideration of its governing council and the general membership.

From the very first recital, which recognises "the vital importance of land, air and maritime transportation for maintaining economic, social and cultural linkages as well as facilitating emergency assistance among the member states", through to the sixth and final recital, in which "the strategic importance of air and maritime capabilities in

ties to each of the member states, Caricom and Coted. It indicates clearly to each how they should carry out those responsibilities.

A reading of the recitals and the articles immediately reveals that the Protocol is not merely an inward-looking document focused on intra-regional trade and mutual development. It considers and plans for the


facilitation of international trade aimed at accelerating sustainable development of the CSME. It emphasises that development must not come at the environmental cost of the heritage of

from the potentially harmful effects of the transit of nuclear and other hazardous wastes, dumping, pollution by oil or by any other substance carried by sea or wastes generated through

Protocol must be read. In fact, a further set of actions will emerge from that consideration, separate from those that arise naturally from a consideration of the provisions themselves. For example, two other contexts in which the Protocol and its provisions must be considered are the responses by the CSA and Caricom to: (1) globalisation and the struggle to maintain cohesion and competitiveness in a changing world in which international rules of trade abhor special privileges; and (2) the universal threat of terrorism and its significant implications for small nation states.

on trade, development and international relations.

The private sector has long been critical of what it says is the propensity for regional governments to formulate policy without meaningful participation by the private sector. While there is merit in that criticism, the private sector has often been much too slow to insist on consultation or to take advantage of existing mechanisms that facilitate that consultation. The CSA must not be absent. It must put in the work, develop its position, insist on consultation and assist in the writing of the details for agreed policies.

The Protocol, therefore, is mandatory reading for CSA members. While it may not be the proverbial "call to arms", it is, for the CSA, a "call to action". We ignore that call at our peril. 

While the CSA must carefully consider the provisions of the Protocol itself, equal care is needed in considering the contexts in which the Protocol must be read.

the Caribbean Sea. It also specifically contemplates the status of the sea and mandates that:

"Member states shall cooperate in achieving international recognition for the Caribbean Sea as a special area requiring protection

the conduct of ship operations." (Article 9: Special Status of the Caribbean Sea.)

Yet there is more. While the CSA must carefully consider the provisions of the Protocol itself, equal care is needed in considering the contexts in which the

Seamless

Those contexts require that the CSA response be more than policy oriented. The response must be strategic and must seamlessly support the broader Caricom policies

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By Burnett B. Coke

IT IS A POORLY KEPT SECRET that the majority of recruitment choices are regretted by employers within the first six months. It also known that, if conditions allowed, many of you as employers would simply hit the 'undo' button and start the process all over again.

Unfortunately, however, the time, cost and implications of continuously replacing bad cruise shipping hires tend to be prohibitive. The real cost of replacing an employee can vary

The cruise industry requires staff to have specific knowledge, skills and, more particularly, personal competencies.

between 60 and 100 per cent of annual wages of the incumbent. To avoid wasting resources and having business plans torpedoed, industry leaders must be prepared to undertake certain first steps.

First, hire competent and strong human resources

leadership. Through a sound HR team, the jobs will be properly scoped and the ideal competencies and skills will be defined.

Second, decide beforehand on your compensation structure. Do you want your compensation package to lead, lag or match the market? Based on the stage of your business lifecycle – start-up, mature or declining cruise player – you should design your compensation structure accordingly.

Buy or build

Third, decide whether to build or buy skills. Depending on multiple factors, HR can decide whether to develop internal staff or go to the market and recruit externally. Be cautioned that hospitality and cruise staff members tend to be

younger and more nomadic, so returns on investment in long-term training may be risky. In addition, most of the roles are at a fairly low level in direct operations and through contact with cruise clients – so there may be a large degree of recruitment from external sources.

Consequently, the cruise industry requires staff to have specific knowledge, skills and, more particularly, personal competencies. To avoid staff mutiny, the cruise industry should “recruit for attitude and train for skill”. Most roles are multi-skilled and generalist in nature, requiring staff who are not bound by mere job descriptions. By its nature, the industry places more emphasis on attitude than aptitude. Ideally, cruise staff should possess these qualities:

- Problem solving acumen. Candidates should be able to consider unconventional approaches and solutions to problems, otherwise they'll be lost at sea.
- Good communication skills. Team members should be able to express ideas and information concisely and accurately to staff and clients alike. Being multilingual is a definite asset to the role and business.
- Flexibility. Faced with multiple and changing work environments, cruise ship employees must be able to perform reliably under varied and adverse conditions.
- 'Can do' attitude. Directly connected to changing environments is the reality of learning by trial and

error. Your team should be undaunted by failures and should be capable of learning from mistakes. The competitive and dynamic industry will not accommodate staff members who are unable to move beyond their current scenario and towards a new reality.

• Value diversity. Staff must recognise the value of working with diverse, cross-functional teams and must be able to commit to common goals of teams. While a cruise ship may exist as a virtual island, her staff members do not. Efficiency and competition demand that individualism be eliminated and collaborative team efforts be enhanced.

• Leadership potential. While this trait may be latent or undeveloped, the candidate's ability to motivate others towards excellence should be strongly encouraged and facilitated. The ability to persuade others through reason or incentives will be a deciding factor in which lines remain viable and which flounder or drift aimlessly.

While this list is not exhaustive, it is a good point from which your HR team should start when looking to recruit or mould staff. Once these buoys are in place, then navigating the job specifics should be smooth sailing.



Martinique

French west
indies



Growing towards
"EXCELLENCE"



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