YACHTING
THE CARIBBEAN:
OPPORTUNITIES TO EXPLORE

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Port St Maarten • Saint Lucia’s Rodney Bay • Barbados
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Technological Advancements • Sargassum Invasion • All Women on Deck
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COVER PHOTO:
World ARC photos courtesy of World Cruising Club (worldcruising.com)
Mission Statement:
To foster operational and financial efficiency and to enhance the level of service to the mutual benefit of Caribbean Ports and their stakeholders, through the sharing of experience, training, information and ideas.

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The Caribbean today - It is about concerns and competition; development and opportunities

Despite the relatively small size of the Caribbean, which is approximately 44 million persons and 87,000 sq. miles scattered across 26 island states and territories, the region is the world leader in the global cruise industry and pleasure boating sub-sectors. Indeed, the Caribbean is regarded as ‘the cruise capital of the world’.

Cruise business and yachting have been major contributors to tourism revenues and are vital to the national economy of most of these countries. Portside Caribbean therefore focuses on this sub-sector of Caribbean maritime affairs each year. This edition reviews activities and progress in St. Maarten (page 8), Saint Lucia (page 12) and Barbados (page 27); and addresses the challenges of technological advancement being faced by the cruise destinations across the Caribbean (page 24).

The tremendous progress being made in St. Maarten in rebuilding its cruise ship reception facilities following extensive hurricane destruction in 2017 is of special interest in this issue. In Barbados, there was concern that the country was not maximising benefits from the cruise industry. The country’s Tourism minister declared that “…the cruise sector in Barbados is in a state of very deep crisis” despite the fact that the country received a record number of cruise passengers in the previous year.

The concerns expressed in Barbados and the ensuing discussions and commentary, brought to the fore issues that affect many other Caribbean cruise destinations. The fact that the cruise ship had itself become a competitor, with tourists increasingly opting to the stay on board while the ship was in port so as to enjoy luxuries that the destinations could not offer, was a point of concern. Concerns about the lack of authenticity and variety of the shore experience were also raised; as was the need for Caribbean destinations to collaborate rather than compete with each other, especially as regards the setting of the ‘head tax’ for passengers that is paid by the cruise lines.

The Caribbean may be the ‘cruise capital of the world’, mooring some of the largest passenger ships afloat; hosting (on board or ashore) some 30 million visitors each year, who spent (in 2017) a record total of 37 billion USD (according to the Associated Press). However, concerns about the industry’s contribution to economic growth and the returns on investment in cruise port infrastructure — investments made with borrowed capital — continue to worry small countries that increased their national debt so as to cater to this industry.

Cruise business is lucrative and growing rapidly all over the world. Even China has started to aggressively expand its cruise sector (see Ripples, page 30). Yet, despite the global growth and success of this industry, there are apparently concerns and jitters in the Caribbean where cruise business, as we now know it, started.

“It is obvious that the cruise product is changing to an experiential product,” observed Pinnock and Ajagunna (page 25).

Mike Jarrett
Editor-in-Chief

“Cruise business and yachting have been major contributors to tourism revenues and are vital to the national economy of most of these countries. Portside Caribbean therefore focuses on this sub-sector of Caribbean maritime affairs each year.”
Not many Caribbean port managers want to remember the hurricane tragedies of 2017. It remains a year best forgotten. Even now, as many across the region are still in the throes of repairing, rebuilding and replacing, the Port of St. Maarten has advanced its own recovery.

St. Maarten had become one of the Caribbean’s premiere yachting destinations hosting some of the most exclusive and luxurious vessels in the world. On September 6, 2017, Category 5 hurricane Irma wreaked havoc. Irma brought maximum sustained winds of more than 185 miles per hour (mph) or 297km/h, gusts of 230 mph (370 km/h), along with an 18-foot (5.5 metres) storm surge.

Less than a year later, St. Maarten is declaring a robust recovery. Cargo terminal facilities at the Dr. A.C. Wathey Cruise and Cargo Facilities are now 95% operational. Its cruise business is back in swing. Multi-million dollar yachts have returned to its bays and lagoon. As well, over recent months, a number of marinas have been working diligently to further refurbish and enhance their facilities in time for the upcoming 2018-2019 season.

The work attitude adopted by the port community for the St. Maarten recovery effort was not just to repair the facilities and get them functioning in the shortest possible time but, to use the opportunity provided by adversity to rebuild it better. Indeed, ‘bigger’ and ‘better’ became buzz words for recovery in St. Maarten’s port.

All through this year, Port St. Maarten — the Dr. A.C. Wathey Cruise and Cargo Facility — has been at full throttle in delivering its usual high standard of service, notwithstanding the ravages of Irma. Going the extra mile has apparently been paying dividends for the country and the 13 companies and over 65 employees that comprise the port community. The operations at Port St. Maarten rest on four pillars: cruise, cargo, yachting and real estate; with revenues derived from real estate ownership, port consultancy and deployment of its two mobile harbour cranes.

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Building back better

PORT ST. MAARTEN BACK IN BUSINESS

In the days immediately following the passage of hurricanes Irma and Maria, preparations to restart cruise tourism were underway. A strategy of re-establish communication and engagement with cruise line partners and other stakeholders was immediately developed. Destination assessments were carried out to establish the status and readiness of tours, shore excursions, shopping facilities, beaches and other amenities.

Tour operators, retailers and other stakeholders worked diligently to rebuild and recover within the shortest time possible. This allowed the destination to bounce back quickly and ready for the first cruise ship calls. On December 4, 2017, Port St. Maarten welcomed the first commercial cruise vessel return to the destination, signifying that the island was open for business.

The first cruise ships were welcomed back under the banner Re-discover Destination St. Maarten.

Cruise passenger numbers for the first six month of 2018 showed growth of 15% over the projections. More than 733,600 cruise passengers visited the destination between January and June in 230 cruise ship calls. At the end of July, 835,900 cruise passengers had visited the destination in 253 vessel calls. Expectations are for a
St. Maarten Heineken Regatta extended to four-days of world-class yacht racing

Organizers of the St. Maarten Heineken Regatta have decided to add an extra day to the three-day event, bringing it to four days of world-class yacht racing and four nights of what has been described as top-notch entertainment and serious fun. The 39th edition will take place from February 28 to March 3, 2019.

Yacht Club Announcing the 1st Annual Caribbean Multihull Challenge

The Sint Maarten Yacht Club will be organizing a new annual sailing event premiering the 8th, 9th, and 10th of February in 2019.

The Caribbean Multihull Challenge St. Maarten will embrace all that is great about multihull sailing.

strong high season, similar to the pre-hurricane numbers of 2017.

Starting in October 2018, St. Maarten will see an increase in the number of European cruise ship calls. Indeed, Port St. Maarten will resume homeporting in December, hosting a high-end boutique cruise line for the upcoming 2018-2019 cruise season.

Port St. Maarten cargo: building back better

The cargo terminal at Port St. Maarten has grown in recent years, in tandem with demand and customers’ needs. This growth has made the cargo section a sub-hub for regional container trans-shipment while serving the domestic market.

The resurfacing of 4,000 square metres at the container terminal is underway (September 2018) in a project that will greatly enhance the port’s infrastructure.

Work began in mid-July and should be completed by the end of this year. The cost is approximately 400,000 USD

Replacing the brick

This is the beginning of the transition from brick platforms to concrete. The initiative is part of a long-term capital investment strategy to further enhance the port’s operational infrastructure.

The storm surge from hurricane Irma in September 2017 damaged part of the brick platform at the cargo terminal, The port’s management team and the Supervisory Board of Directors took the decision to ‘build back better’ by resurfacing the area with a 30-centimetres-thick concrete slab.

The area being resurfaced is a main transportation lane for container trucks and top-loaders.

The resurfacing project is a major investment, necessary because it eliminates certain long-term issues relative to sustainability and resilience. And it will allow the port to remain a competitive trans-shipment hub in the North Eastern Caribbean.

Cargo operations at Port St. Maarten showed significant increases in the first quarter of 2018, as compared with the corresponding period last year. Imports for the first quarter of this year increased by about 20%. Trans-shipment cargo also showed a double-digit increase over the period. Trans-shipment cargo continues to 0.000bolster the hub function of the port with the Caribbean region and the upward trend is expected to continue.

The double-digit growth has prompted Port St. Maarten’s local business partners and concessionaires (for stevedoring and trucking logistics) to make considerable investments in newer equipment. This will improve efficiency and reduce turnaround time.

Datacentric environment

Port St. Maarten is also creating a more data-centric environment, furthering its build-backbetter mission.

Data is playing an increasingly bigger role in supply management and logistics. The port’s management understands that, in order to remain relevant, able to improve on operational excellence and competitive and successful as a logistical hub, investments are needed.

Port St. Maarten has been actively exploring big data usage through talks with Porthbase Rotterdam and IT Partner about a national port community system that involves data-sharing. The objective is to allow stakeholders to real-time access to information about containers, movements and contents.

Just one year following hurricane devastation and massive storm surge, Port St. Maarten is functioning well and enjoying some upgrading and improvement, even as its key growth indicators for cargo, cruise and yachts continue to grow.

St. Maarten is back and better.

—

St. Maarten Heineken Regatta

extended to four-days of world-class yacht racing

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Building towards the Future
YACHTING THE CARIBBEAN:
OPPORTUNITIES TO EXPLORE

BY MIKE JARRETT

The thrill of riding waves to far-off places, of briny spray under blue skies, vistas that satisfy the soul, of the excitement and challenges of adventure and of the pleasure of discovery all make sailing worthwhile. But, the wonders, aromas and colourful grandeur of the Caribbean enhance the whole experience.

The number of luxury yachts that find a home in Caribbean waters continues to grow and with the increasing popularity of rallies organized by the World Cruising Club – particularly the Atlantic Rally for Cruisers (ARC) series – there are many opportunities to explore.

Yachts and yachts need safe and secure harbours with quality land-based facilities that make for safe, comfortable and pleasurable shore leave for crew and party. Owners and operators of marinas understand this and so, in recent years, as the economic value of this maritime sub-sector has increased, capital investments have been made to upgrade, expand and market their facilities. In this regard, Saint Lucia, St. Vincent and the Grenadines and Grenada have become preferred destinations for a number of international yachting rallies.

WHAT IS A RALLY?
Although some rallies may include a competition of some sort, it is not a race. Put simply, a yachting rally is essentially a sailing event involving a fleet of sailboats. It offers its participants ‘safe and social cruising’ and an opportunity to cross massive oceans of sailboats. It offers its participants ‘safe and social RNA rally is essentially a sailing event involving a fleet of some sort, it is not a race. Put simply, a yachting rally is essentially a sailing event involving a fleet of sailboats. It offers its participants ‘safe and social cruising’ and an opportunity to cross massive oceans of sailboats. It offers its participants ‘safe and social rallying get-together is therefore essential. In a festive atmosphere, prizes are awarded, old friendships are rekindled and new connections consolidated at the end of the voyage party at the marina.

MARINAS
The marina extends home-away-from-home beyond the gunwales. The marina provides the setting and immediate environs while the yacht is tethered in its care. However, marina requirements for mega-yachts or super-yachts, typically 100 feet up to 400 feet in length, differ from that for the pleasure yachter of under 80 feet length.

“The marina requirements — both in physical demands and atmosphere (read ambiance) for each category are distinctly different,” Rupert Connor of the Luxury Yacht Group wrote in a 2016 article for PORTSIDE CARIBBEAN.

“Owners and crew of the largest yachts seek a rare combination of seclusion and access. Many owners of the largest yachts depend on the vessel for seclusion, privacy and security. A setting that is both tranquil and beautiful with access to a private airport is exactly the kind of juxtaposition that holds appeal for the largest yachts.”

He observed that owners that preferred berthing in ‘places to be seen’ generally enjoyed the play, party and shopping destinations. Yacht owners who seek isolation and a sport-filled experience tend to select marinas in places renowned for diving, surfing, and fishing.

“Beyond the checklists, every yacht owner is seeking a unique experience,” he stated.

In this regard, Mr. Connor recommended that checklists for marina design include the following considerations:

- Is there adequate space between vessels to ensure privacy?
- Is there walk-on access at dock? No necessity for tender?
- Is there lack of accessibility for others: gated, keyed entries, minimal road access privacy?
- Is it safe for crewmembers, owners and guests?
- Is there security for the vessel — particularly during periods of watch?
- Is the ISPS in place?

SERVICE QUALITY
While owners and guests may already have find all the luxury they seek on board, the yacht still required maintenance, spare parts, fuel and chandlery services. And crew, because they are hired to deliver a high quality luxury service, expect an equivalent high standard of professionalism and service from marina staff.

A successful marina will be the preferred destination for both owners and crew and not necessarily in that order. Crew can definitely sway decisions (He who overrules his captain is a fool). But success begins at the marina with an understanding of client needs, impeccable personalized service and the creation of an ambiance within the marina that feels comfortable and safe.

As Mr. Connor suggested, the model for development is a marina that understands the luxury market, provides extraordinary service and personalizes each experience.

With this in place, there are many opportunities to explore —

PORTSIDE CARIBBEAN
SAINT LUCIA’S RODNEY BAY

POPULAR DESTINATION FOR
GLOBAL YACHTING EVENTS
World ARC is an annual global yachting extravaganza that has participants circumnavigating planet Earth in 15 months. The 26,000 nautical miles (NM) adventure begins and ends in Saint Lucia’s idyllic Rodney Bay Marina.

Operated by Island Global Yachting Ltd. (IGY), this gorgeous Saint Lucian property plays host to several international yachting events and is home to some of the most gorgeous seacraft to cruise the Caribbean. Events on IGY Rodney Bay’s annual calendar include a number of rallies promoted by the World Cruising Club, mainly The ARC*, ARC+ and World ARC in December. IGY also plays host to the Saint Lucia International Billfish Tournament in October and Mercury Weekend in August.

WORLD ARC
The challenging World ARC 2019 starts on Saturday January 12, 2019 and ends on Saturday April 11, 2020. The route takes participants from Saint Lucia southwards, through the Panama Canal, westwards across the Pacific through the Galapagos and Polynesian Islands to Australia then South Africa, across the South Atlantic to Brasil via St. Helena, then northwards to the Caribbean and back to Rodney Bay.

This is a cruising rally and so the use of engines is allowed.

Up to 40 boats take part in this annual round-the-world event.

Participants have the option to make a full circumnavigation or, otherwise, sail half-a-rally. Boats can therefore be registered to join the fleet in Saint Lucia or in Australia. Those leaving at the halfway mark can register to complete the circumnavigation in a subsequent renewal of the event.

SHORTER
The ARC and ARC+ are comparatively much shorter events, from the Canary Islands to the Caribbean.

The ARC is considered an imperative for many sailors. Attracting more than 200 yachts and 1200 participants and
volunteers each year, the ARC’s route covers 2,700 NM across the Atlantic from Gran Canaria to Saint Lucia.

The ARC 2018 begins on Sunday November 25 in Las Palmas. The award ceremony will be on December 22 at Rodney Bay. The 2019 edition will start out to Rodney Bay from Las Palmas on November 24, following the traditional programme of pre-departure activities, which begin on November 11, 2019. The ARC course record of 8 days, 6 hours, 29 minutes and 15 seconds, is held by Rambler 88 and was set in ARC 2016.

The 2018 prize giving will be on Saturday December 22, 2018 when most boats would have completed the race. The average arrival time (wind permitting) is between 14-21 days.

The ARC Plus (ARC+ SLU) takes participants from Grand Canary to Saint Lucia via the Cape Verde islands. ARC + SVG will be inaugurated in in 2019, with St. Vincent’s Blue Lagoon Marina hosting the event. ARC+ St. Vincent and ARC+ Saint Lucia start from Las Palmas on November 20. The 2,150 NM sail to the Caribbean takes 12 to 16 days. The awards ceremony is planned to take place in both destinations on December 11, 2019.

GROWING POPULARITY

Sean Devaux, the General Manager of the IGY Rodney Bay Marina, has witnessed at first hand the growing popularity of Saint Lucia as a yachting destination. Saint Lucian by birth, he has led a team that has consistently delivered satisfaction to the discerning clientele that uses the marina’s facilities.

Rodney Bay is one of 16 marinas operated by the New York-based IGY, eight of which are in the Caribbean region. A hurricane hole, the marina covers approximately 17 acres and is one of the safest havens in the southern Caribbean. Its current capacity is 253 slips with maximum size of 255 ft. and maximum draft of 13.5 ft.

“We offer both European and American power, 50 hz. and 60 hz. We are one of the few marinas in the southern Caribbean that offer this power option,” he stated.

“The marina offers delightful food choices, with restaurants serving up Italian, Thai and sushi, along with cafes offering healthy-heart choices.”

IGY Rodney Bay is home to Island Water World — one of the biggest chandlery chains in the Caribbean region, Mr. Devaux noted. Also, the premises boast laundry and fueling facilities, sail repairs, a supermarket, an electronics store, tour desks and a commercial bank.

“We are on the north west of Saint Lucia so we are conveniently located near other activities including golf, kite surfing, tennis, gyms and squash courts and the Saint Lucia Yacht Club. We have also partnered with nearby hotels where guests get perks for being IGY clients,” the General Manager added.

SKILLS AND SERVICES

Discussing the capabilities of the adjoining repair and maintenance facility, Mr. Devaux said that the Boatyard can haul up to 75 tons and handle vessels of up to 72 ft. (length overall), 11 ft. draught and 28 ft. beam. He listed available skills and services, including Volvo, Yanmar and other diesel technicians.

“We also offer welding, metal fabrication, fibreglass, painting/ spraying, hydraulics, wood work, sail repairs and rigging.”

With a popular and well-managed marina catering and hosting a number of international events and activities, IGY Rodney Bay is clearly making a significant contribution to the local economy. It presents a positive image of the country to an upscale market, encouraging growth in tourism. It gives direct support to the local economy.

“The marina employs and directly supports between 150 and 200 Saint Lucians, through full time, part time and contractual arrangements. The money spent by visitors and clients at ground level go directly into the pockets of people and remains in the country. This includes the services and goods that Saint Lucians provide to boaters through tours, food and beverage, repairs, taxis, provisioning, vacation homes and other things.”

In the context of macroeconomics, he said the country earned through the importation and sale of boat parts, food supplies, fuel tax revenues and the many other revenue streams that flow through because of the marina. In addition, this asset apparently places little burden on the public purse.

“The marine infrastructure in Saint Lucia has demanded very little (by way of capital and infrastructural development) from government but instead, adds to the room stock in the country since most boats have two to three (rooms) per boat,” he stated.

IGY Rodney Bay is beautiful, spacious, well kept and safe, with a great food court and a homely, tropical ambiance. It is a small wonder that its popularity has moved it up on the list of preferred destinations, not just for international yachting events but also for cruisers who search for the ideal.

* Atlantic Rally for Cruisers •
The dream of sailing around the world is not new to mankind. World ARC, organized by the World Cruising Club, is making this dream a reality for many cruisers, in an annual rally that begins and ends in the Caribbean.

World ARC 2019-20 will be the ninth edition of this rally and the 12th round-the-world rally organized by World Cruising Club. The fleet leaves Saint Lucia on January 12, 2019.

FACT SHEET

• **Start:** World ARC 2019-20 starts on Saturday January 12, 2019 in Rodney Bay, Saint Lucia. The pre-departure programme of safety checks, seminars and social events begins one week before departure.

• **Finish:** The final destination is Saint Lucia, after more than 26,000 nautical miles and 15 months sailing around the world. The journey can be done in halves, to be completed in subsequent World ARC rallies.

• **Route:** The fleet leaves Saint Lucia to visit Santa Marta on the coast of Colombia, then transits the Panama Canal and explores the Pacific islands of the Galapagos, Marquesas, Society Islands, Tonga, Fiji and Vanuatu en route to Queensland, Australia. After cruising up the Great Barrier Reef, the rally will visit Lombok; then cross the southern Indian Ocean, stopping at Cocos, Mauritius and Reunion before resting in South Africa for Christmas and New Year holidays. In January it will travel across the Atlantic to Brazil, with a stopover in St. Helena. The fleet cruises the Brazilian coast for carnival, before heading to the Caribbean, to Grenada and to the finish in Saint Lucia in April 2020. The route avoids the northern Indian Ocean, Red Sea and other areas of pirate activity.

• **The fleet:** In total, 42 boats are set to sail with the World ARC 2019-20 rally; some sailing the full 26,000 miles, others joining for the Panama Transit, sailing to Australia before taking a year out to further explore the Pacific or rejoining from a previous edition of the rally. 35 are due to start from Saint Lucia in January.

• **Crews:** Crews on the rally are a mix of families, people taking a couple of years away from work, charter boats and those who have sold businesses or taken early retirement. It is a ‘once-in-a-lifetime’ opportunity for the crews to sail the world’s oceans, explore some amazing islands and experience a range of different cultures. Six boats have children on board.

• **Eligibility:** Monohull and catamaran sailboats between 40’-60’ (12.19m to 18.29m) LOA are welcome to join the rally. Other boats will be considered on individual merit.

• **Entry list:** Please see [https://www.worldcruising.com/world_arc/world_arc_2019_evententries.aspx](https://www.worldcruising.com/world_arc/world_arc_2019_evententries.aspx)

• **Sponsors:** World ARC 2019-20 is supported by tourist boards and organizations around the world and is presented in association with Yachting World magazine.

• **Website:** [www.worldcruising.com/worldarc](http://www.worldcruising.com/worldarc)
SAINT LUCIA’S RODNEY BAY

POPULAR DESTINATION FOR GLOBAL YACHTING EVENTS

16 NOVEMBER 2018–JANUARY 2019
The Port Management Association of the Caribbean (PMAC) presented its top award for marine port performance, the Novaport Cup, to the St. Vincent and the Grenadines Port Authority.

The award is a result of marine port performance during the previous calendar year. The announcement and presentation of the 2018 awards were made at the final event of the PMAC’s 21st Annual General Meeting in Jamaica. The three-day event, at which the PMAC also celebrated its 20th anniversary, was held at the Jewel Dunn’s River Resort, June 27, 28 and 29.

Jamaica’s Kingston Wharves and the Nevis Air and Sea Ports Authority tied for second place and Antigua’s main port (winner in 2017 and 2016) placed third.

Record entries
St. Vincent and the Grenadines won from a field of 12 regional seaports.

“Overall it was a challenging year and most ports were affected to varying degrees by a very active hurricane season,” He said.

Given the number and intensity of the destructive hurricanes that passed through the Caribbean, the summer of 2017 was devastating for several Caribbean ports. The British Virgin Islands were particularly impacted and, as a result, four of the five Port Performance Indicators (PPIs) were negatively affected. Only the PPI relating to staffing levels showed improvement, Mr. Roach said.

The Port of Montserrat recorded positive results in only two of the five PPIs measured. Cargo volumes increased and the staffing levels to handle this increased volume were controlled. However, the other three PPIs were all negatively impacted.

French Guiana, the Grand Port Maritime de Guyane, recorded positives in only two of the five PPIs reviewed by PMAC for the Novaport Cup. Revenue generated per revenue ton (RT) was up while staffing expenses were reduced. The volumes through the port decreased marginally.

St. Maarten - Galibay Port, Barbados Port Inc., Suriname Port Management Company and Port Castries all experienced mixed results. All recorded improvements in three of the five PPIs but experienced challenges with two.

“It should be noted that there was a decline in the key PPI indicator of net profit for all four ports,” Mr. Roach noted.

St. Christopher Air & Sea Port Authority also had mixed results, recording improvements in three of the five PPIs examined and challenges with the other two.

Top ports
Of the four remaining ports who all recorded quite impressive performances as per the PPIs being examined, St. Vincent and the Grenadines Port Authority was the only one showing an improvement over last year’s performance in all five PPI categories. Cargo volumes increased; revenues generated per RT were up; expenses per RT declined marginally; net profit increased significantly; and, staffing per RT declined. As such, St. Vincent and the Grenadines Port Authority was nominated as this year’s winner of the Novaport Cup.

Kingston Wharves Limited and Nevis Air and Sea Ports Authority both showed improvements over the previous year in all but one category of the PPIs being examined which, the PMAC Executive Secretary said, presented a very real challenge in identifying one port for second place.

Kingston Wharves Limited maintained a volume of over 1.6 million revenue tons; increased revenue generated; increased net profit; and, reduced staffing. The PPI relative to expenses per revenue ton proved to be challenging and an increase of 10% was recorded over the previous year.

Meanwhile, Nevis Air and Sea Ports Authority, recorded an increase in volume of 42%. Expenses per revenue ton were down; net profit increased and staffing per RT was declined significantly. The PPI relative to Revenue generated per RT was the one, which proved to be challenging and a decrease of 10% below last year figure was recorded.

“It was difficult to separate these performances and as such it was recommended that both ports be awarded joint second place,” Mr. Roach said.

Antigua and Barbuda Port Authority also recorded improvements in all but one category of the PPIs examined. Increases in volume handled; revenue generated and net profits were recorded; and, staffing per RT was reduced by 9%.

This performance was similar to that of Kingston Wharves and Nevis in that one performance indicator was missed but based on the difference in the level of improvements, third place was awarded to the Antigua and Barbuda Port Authority.

PMAC RECOGNISES TOP CARIBBEAN PORTS
St. Vincent and the Grenadines win Novaport Cup 2018

The Port Management Association of the Caribbean (PMAC) presented its top award for marine port performance, the Novaport Cup, to the St. Vincent and the Grenadines Port Authority.

The award is a result of marine port performance during the previous calendar year.

The announcement and presentation of the 2018 awards were made at the final event of the PMAC’s 21st Annual General Meeting in Jamaica. The three-day event, at which the PMAC also celebrated its 20th anniversary, was held at the Jewel Dunn’s River Resort, June 27, 28 and 29.

Jamaica’s Kingston Wharves and the Nevis Air and Sea Ports Authority tied for second place and Antigua’s main port (winner in 2017 and 2016) placed third.

Record entries
St. Vincent and the Grenadines won from a field of 12 regional seaports.

“Overall it was a challenging year and most ports were affected to varying degrees by a very active hurricane season,” He said.

Given the number and intensity of the destructive hurricanes that passed through the Caribbean, the summer of 2017 was devastating for several Caribbean ports. The British Virgin Islands were particularly impacted and, as a result, four of the five Port Performance Indicators (PPIs) were negatively affected. Only the PPI relating to staffing levels showed improvement, Mr. Roach said.

The Port of Montserrat recorded positive results in only two of the five PPIs measured. Cargo volumes increased and the staffing levels to handle this increased volume were controlled. However, the other three PPIs were all negatively impacted.

French Guiana, the Grand Port Maritime de Guyane, recorded positives in only two of the five PPIs reviewed by PMAC for the Novaport Cup. Revenue generated per revenue ton (RT) was up while staffing expenses were reduced. The volumes through the port decreased marginally.

St. Maarten - Galibay Port, Barbados Port Inc., Suriname Port Management Company and Port Castries all experienced mixed results. All recorded improvements in three of the five PPIs but experienced challenges with two.

“It should be noted that there was a decline in the key PPI indicator of net profit for all four ports,” Mr. Roach noted.

St. Christopher Air & Sea Port Authority also had mixed results, recording improvements in three of the five PPIs examined and challenges with the other two.

Top ports
Of the four remaining ports who all recorded quite impressive performances as per the PPIs being examined, St. Vincent and the Grenadines Port Authority was the only one showing an improvement over last year’s performance in all five PPI categories. Cargo volumes increased; revenues generated per RT were up; expenses per RT declined marginally; net profit increased significantly; and, staffing per RT declined.

As such, St. Vincent and the Grenadines Port Authority was nominated as this year’s winner of the Novaport Cup.

Kingston Wharves Limited and Nevis Air and Sea Ports Authority both showed improvements over the previous year in all but one category of the PPIs being examined which, the PMAC Executive Secretary said, presented a very real challenge in identifying one port for second place.

Kingston Wharves Limited maintained a volume of over 1.6 million revenue tons; increased revenue generated; increased net profit; and, reduced staffing. The PPI relative to expenses per revenue ton proved to be challenging and an increase of 10% was recorded over the previous year.

Meanwhile, Nevis Air and Sea Ports Authority, recorded an increase in volume of 42%. Expenses per revenue ton were down; net profit increased and staffing per RT was declined significantly. The PPI relative to Revenue generated per RT was the one, which proved to be challenging and a decrease of 10% below last year figure was recorded.

“It was difficult to separate these performances and as such it was recommended that both ports be awarded joint second place,” Mr. Roach said.

Antigua and Barbuda Port Authority also recorded improvements in all but one category of the PPIs examined. Increases in volume handled; revenue generated and net profits were recorded; and, staffing per RT was reduced by 9%.

This performance was similar to that of Kingston Wharves and Nevis in that one performance indicator was missed but based on the difference in the level of improvements, third place was awarded to the Antigua and Barbuda Port Authority.
When the Port Management Association of the Caribbean (PMAC) convened its 21st Annual General Meeting in Jamaica’s beautiful north coast setting, it was the largest attendance ever recorded at any of the previous 20. Registration of delegates and participants for the first time topped 100.

The PMAC evolved out of a previous version of itself and so its first annual general meeting was actually the date on which it started this current life. And so, at its 21st AGM, the PMAC had completed 20 years of service to port authorities and management personnel across the Caribbean region.

All but very few of the region’s major seaports, member-ports of the PMAC, were represented at this well-organized event, hosted by the Caribbean Maritime University (CMU). The setting provided by the Jewel Dunn’s River resort for the conference, June 27 to 29 (2018), was perfect.

Following a spectacular opening ceremony and welcoming addresses from local political leaders, ministers of government and the representative of the local shipping community, the CMU launched its academic journal. With the opening ceremonies completed, the regional port managers sat for three days of information gathering, idea exchanges, reviews, analyses and discussions about common issues and regional trends.
PMAC’s 21st AGM

PMAC Chairman, Bishen John (2nd left), receives on behalf of the association, the CMU’s recognition of PMAC’s ‘21 years of Excellence’, presented by Jamaica’s Minister of Education, Ruel Reid (centre). Others are Dr. Ibrahim Ajagunna (left), Clayton Burgin (2nd r.) and Dr. Fritz Pinnoch, President of the CMU.
MAKING HISTORY: Simone LaBorde, Finance/Administration Officer of Montserrat Port Authority became the first 100th registrant at a PMAC event. She received a copy of All In The Same Boat from the author, Mike Jarrett.
This year the Caribbean was spared the devastation from tropical cyclones in the sense it experienced in 2017, at least up to the time of writing at the end of the Summer. But the message from Michael was chilling. Hurricane Michael, which formed in the Caribbean near Cuba, ripped through the southern United States with lethal force leaving death and destruction in its wake. First described on October 2, 2018, as an expansive area of low pressure, it became organized within four days and two days after that it had gone through a rapid period of intensification to become a real threat to life and property anywhere it made landfall. The intensification continued and through October 9 when meteorologists started referring to it as a ‘major hurricane’.

It slammed into the US Gulf Coast near Mexico Beach, Florida on October 10 with sustained wind speeds of over 150 miles per hour (250km/h) and from there moved north eastwards to deliver extensive property damage across the states of Georgia, North Carolina and Virginia. Florida’s Panama City, like Mexico Beach, suffered extensive damage. Sections of the cities were completely leveled, with whole houses ripped from their foundations and carried away by the roaring floods. Michael’s relatively short time in the US resulted in about 19 deaths and massive destruction of property. It was said to be the most powerful hurricane to hit the US in generations.

Caribbean vulnerability

This message from Michael, coming so close to the end of the hurricane season, was a chilling reminder of the vulnerability of the Caribbean to super hurricanes, as the climate change that scientists had been warning about for more than a decade becomes increasingly incontestable.

This reality makes the January 2019 PMAC-PORTSIDE Caribbean Port Management Workshop an imperative for all disaster management interests, ports authority, port managers and terminal operators.

The Caribbean Port Management Workshop is an annual regional collaboration between Portside Caribbean magazine, the Port Management Association of the Caribbean (PMAC) and the Caribbean Maritime University (CMU). It is designed to empower port managers; create a forum for exchange of best practices; facilitate dialogue and mutually beneficial collaboration between marine ports and terminals in the Caribbean region.

The upcoming PMAC-PORTSIDE Caribbean Port Management Workshop will be held in Kingston, Jamaica over three days, January 21, 22 and 23, 2019 and will be hosted by the CMU.

The Caribbean Port Management Workshop is delivered in different segments (Tracks). Four tracks are proposed for the 2019 Workshop: Climate Change; Disaster Management and Relief; Systems Engineering; and, Regional Management Initiatives.

Issues related to Climate Change, including its impacts now being experienced, will be addressed in Track 1. Presentation themes and topics are as follows:

**Track 1: Climate Change: Linking society and ports in mitigating impacts from Climate Change**
- Current assessments and evidence
- Meteorological Forecasts for the Caribbean
- How cities can interact with port facilities
- Port Design: Mitigating Impacts from Swales and Storms
Cruise tourism continues to be a supply-led industry in that demands increases as more cruise ships are built. On the other hand, the rest of the transportation industry, including the ferry services, remains a derived demand and demonstrates the fluctuations of the market.

Since the birth of modern cruise tourism in the late 1960s, the industry has been increasing each year and has not been affected in any significant way by market forces, as the industry remained agile and shifts its assets to weather the storms.

The crisis of 9/11 in US presented a shift where the cruise lines opened up new North American homeports along the southern coast of the country, so as to eliminate the need for passengers to fly to join vessels. Numbers increased while other segments of the tourism industry virtually collapsed.

While this is so, the cruise industry continues to grow by becoming more global in both itineraries and passenger sourcing. Meanwhile, the Caribbean continues to take market share at a decreasing rate. This is partly attributed to an inability to respond to the technological and global shift of the cruise industry.

Interestingly, in mid-2000, the Caribbean accounted for approximately 50% of market share. This has declined to just over 35% while new regions such as China, Pacific, New Zealand and Australia are showing significant signs of growth. The smaller ships have been moved out moved out in the search for ‘untapped’ and ‘exotic’ areas of the world. And they are being replaced by megaships with the capacity to carry more passengers with fewer vessel calls. Alongside this reality is the phenomenon in which cruise lines, owning private islands (with the Bahamas accounting for the largest number), control much of the destination earnings.

The Caribbean region has been investing heavily in cruise port facilities. The hope is to attract larger vessels. But the economic impact has been less than some may have anticipated. The reasons may address issues related to realities, such as:

- Cruise lines have been innovators, while the Caribbean destinations have been counting passenger numbers (as opposed to reinventing the product).
- New ports are limited to what can be done with the facilities outside of the winter cruise season, while faced with high capital cost (a burden on the tax payers).
- Duty-free shops carry extremely high overheads and a short operating season.
- Cruise ports are not built with the crew in mind. Labadee Haiti, which is RCCL’s private island, has special crew facilities ashore.
- New cruise ports that accommodate the mega cruise ships, such as Falmouth.
- There are limited investment in new and exciting attractions ashore to match the increase in the numbers of cruise passengers.
- The management of the time ashore to ports that offer the cruise ships the best returns, including more days at sea. In private islands all earnings go to vessels.
- Compulsory tips are now taken from guests’ credit cards are now a part of the hotel staff salary while spa and other specialty areas of the vessels are paid by commissions.
- The hotel staff work, on average, seven-month contracts with two to three months off and are drawn from across the world.

There is an inverse relationship between the size of the cruise ship and net earnings to the Caribbean economies in that, as the ships get larger, the higher the ‘leakage’ back to the vessels as the ships themselves become a destination. The Oasis Class ships are now full-fledged floating resorts that boast Central Park, zip lines, large shopping malls and endless onboard entertainment. In a recent interview, several passengers on RCCL vessels said they did not come off the vessels, as everything ashore was better onboard and not as hot and humid in August.

<table>
<thead>
<tr>
<th>Are Cruises better or worse than land-based vacations in terms of:</th>
<th>% Better</th>
<th>% Worse</th>
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</thead>
<tbody>
<tr>
<td>Relaxing and getting away from it all</td>
<td>88</td>
<td>12</td>
</tr>
<tr>
<td>Being hassle free</td>
<td>82</td>
<td>18</td>
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<tr>
<td>Offers something for everyone</td>
<td>80</td>
<td>20</td>
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<tr>
<td>Been easy to plan and arrange</td>
<td>80</td>
<td>20</td>
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<tr>
<td>Being pampered</td>
<td>79</td>
<td>21</td>
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<tr>
<td>Chance to visit several different destinations</td>
<td>78</td>
<td>22</td>
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<tr>
<td>Being luxurious</td>
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<td>22</td>
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<tr>
<td>Fun vacation</td>
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<tr>
<td>Variety of activities</td>
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<td>23</td>
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<tr>
<td>High quality entertainment</td>
<td>76</td>
<td>24</td>
</tr>
<tr>
<td>Having good activities for children</td>
<td>78</td>
<td>22</td>
</tr>
<tr>
<td>Good vacation for the entire family</td>
<td>76</td>
<td>24</td>
</tr>
<tr>
<td>Being reliable</td>
<td>76</td>
<td>24</td>
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- Source: FCCA, 2018
According to the FCCA’s statistics, 27.2 million passengers globally cruise the oceans. This included an increase of 10% over 2016. The degree of success is endless for the cruise line with the introduction of nine new mega vessels and 32,000 lower berths at an investment of 7.4 billion USD. In addition, between 2018 and 2025, 51 new vessels on order will be delivered. This will represent 220,000 lower berths at an investment of 51 billion USD with an average of 4,000 passengers per vessel.

The statistics in the attached tables show the position of the industry in recent time. Whereas the numbers for the USA are increasing, the rise of new destinations such as China, the Pacific and South America are also rising (but at a faster rate), thereby decreasing the overall US market share. Similarly, while the deployment for the Caribbean cruise passengers numbers have been increasing, fewer ships carrying passengers to new destinations growing at a faster rate and the Caribbean overall market is ‘tending south’, as indicated in the tables below.

TRENDS IN 2018
Cruise Critic predicted that 2018 promised to be one of the biggest years in cruising. The prediction focuses on trends that will further shape the industry going forward. These include: technology that augments the cruise experience, cruises focusing on specific countries, bigger ships getting better, destination port renovations to improve cruise terminals and expedite embarkation and innovation as cruise lines look to rivers and land for inspiration. In addition, yachting continues to gain traction while river cruising gets more active and cruise lines continue to invest more and more in private islands.

It is obvious that the cruise product is changing to an experiential product. Passengers are demanding service from authentic Caribbean nationals, whom make up less than 7% of overall crew deployment despite the region’s one-third global market share. When compared to the low salaries and seasonality affecting the land based hotel industry, cruise tourism jobs are now more attractive to nationals from Jamaica, Saint Lucia and St. Vincent & the Grenadines, to name a few.

Every Caribbean cruise port must continue to ‘reinvent’ itself and in so doing acquire the technology that support modern day cruise ships. While the cruise lines are aggressive in reinventing the vessels and acquiring private islands, Caribbean cruise destinations are lagging. At this rate, as the ships get bigger and more attractive and private islands become more fun, some cruises may not include a port call and may be completed without actually entering a Caribbean cruise port.

The authors are predicting that this will become a new wave of cruising where, between the days at sea and time on private islands, the cruise line will be able to keep 100% of the feast (earnings) while countries that depend on the cruise ship industry compete for the crumbs.

“Every Caribbean cruise port must continue to “reinvent” itself and in so doing acquire the technology that support modern day cruise ships”

| The statistics below Represent Total Ocean Cruise Passengers (in Millions) for 2016 |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| USA  | China | Germany | UK | Australia | Canada | Italy | France | Brazil | Spain |
| 11.5 | 2.1  | 2      | 1.9 | 1.3       | 0.8    | 0.8   | 0.6    | 0.5    | 0.5   |

| The statistics below represent Deployed Capacity Share in 2017 |
|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Caribbean / Bahamas | Mediterranean | Other markets | Europe w/o Med | China | Australia / New Zealand | Asia w/o China | Alaska | South America |
| 35 | 16 | 15 | 11 | 6 | 6 | 4 | 4 | 3 |
There was anguish, fear and uncertainty in Barbados, depending on whom you talk with, about the current state of tourism and the country’s cruise ship business. The voices of concern reached a crescendo this past summer with Barbadians – from Tourism Minister Kerrie Symmonds to vendors and taxi drivers – in unison.

“The situational analysis having been completed, I am now in a position to say to you that it reveals that the cruise sector in Barbados is in a state of very deep crisis. In my view, unless immediate and fundamental alternatives are put in place, we are confronting ourselves with catastrophic failure,” Symmonds reportedly said.

The vendors and taxi drivers at the cruise port were reporting that tourists were “tired of what the island has to offer.” Their observations were apparently supported by a 2014 report by the Business Research and Economic Advisors (BREA) which showed a major decline in visitor satisfaction. Barbados, ranked 10th in visitor satisfaction in 2008 but fell to 24th in 2014.

The tourism minister announced that a National Cruise Development Commission was to be established during the following month (September 2018) with a mission to overhaul the industry. Meanwhile, concerned vendors and taxi drivers pushed to be included in the discussions regarding plans to upgrade, expand, or redesign facilities and attractions.

On August 11, the tourism minister told Barbadian news media that, despite the increasing numbers of arrivals, the cruise sub-sector was experiencing decline in business. He reported that cruise passenger spend in Barbados had declined over the past decade. The Caribbean Tourism Organization reported that average passenger spend in Barbados in 2016 was 60 USD but had further declined to 58 USD in 2017 despite an increase in arrivals of just under 13% during that period. Barbados received a record 818,752 cruise passenger arrivals in 2017.

The manager of the Boatyard at Carlyle Bay, Sean DeFreitas, disagreed with the Minister’s assessment. He acknowledged that there were problems but argued that it was not accurate to say the cruise sector was in crisis. He felt it strange to acknowledge a record in passenger arrivals while at the same time arguing a crisis.

“Cruise ships will continue to come, no matter the new technologies and onboard attractions. Beaches and the culture of a people cannot be duplicated on a cruise ship,” he said.

“If we have as many as 800,000 [plus] cruise ship passengers arriving, we have a great opportunity to convert them to long stay visitors,” he said during a panel discussion broadcast in Barbados in August. [Brass Tacks Sunday, on Starcom Radio Network, Sunday August 19, 2018.]

MAIN POINTS

The discussion, which covered a range of issues about progress and development of the country’s cruise business, was highlighted by the following points made by various members of the panel:

- Concern that cruise ships had become “…a full-fledged destination in and of themselves” and in this regard were a challenge or competitor for the visitor’s interest when the ship was in port.
- Concern about lack of authenticity of the shore experience and particularly ‘staged authenticity’, where an event or performances are staged specifically for the arriving visitors.
- Barbados should not individually increase the head tax (charged for passenger arrivals) and still expect to be competitive. Caribbean destinations should collaborate, especially with respect to the head tax.
- If the port is shut off from the local society, this limits the variety and authenticity of what that port has to offer its visitors. The programme’s moderator introduced a recording of an interview with a crewmember of a cruise ship, who said: Cruise ship crewmembers ashore in Barbados are bored. The port is restricted and crew go ashore but remain in the port area when they return every two weeks. There is nothing for them to do but drink. So, after a few visits, some end up not getting off the ship because, apart from drinking, there’s nothing to do.
- Average spend of tourists in Barbados was lower than the regional average. However, it was argued that average spend was also a function of where a destination was positioned on a line’s itinerary. Destinations that are highest on the list of ports on an itinerary tend to get a higher spend relative to those on the lower end. Barbados, because of its geographical location, is lower down on the itinerary (4th or 5th) and therefore records a spend statistic that is slightly below the regional average. More shopping is done when your pocket is full, as one panel member noted.
- Caribbean cruise destinations should not present attractions and activities that are available elsewhere at the expense of exposing that which is unique to the Caribbean.
• Education and public awareness are important for ensuring that visitors have a meaningful and pleasant shore experience. More than 60% of the country’s export revenues are derived from tourism and about 40% of the workforce is involved in tourism. Public Awareness Programmes on local media were recommended to stimulate behavioural change, which will ultimately contribute to visitors having a positive experience.

• Satisfying a market requires understanding. Individuals who travel as tourists have changed. The indicators and profiles that previously defined that market have changed. The demographics are different and so new studies have to be done. Unique experiences must be designed within the context of the new and varied interests of visitors.

• In addition to expanding and improving the shore experience, there is need to increase the time that ships spend in port. “Increasing average spend cannot happen if the ship is sailing to somewhere else,” one panel member said.

• Attractions and planned activities ashore need not be exclusive to cruise passengers but should be planned with the idea of including (and thus extending the benefits to) stop-over or long stay visitors, thus expanding and maximizing the returns on those investments.

• Local dominance and control by large companies was identified as a threat to variety and diversification.

• Questions arose about results and financing. Is development funding earmarked for the sector being put in the right places; spent wisely; and, bearing results? Is money spent on planning or attending industry conferences well-spent; are the right people being sent; are negotiations at annual events, such as Seatrade and FCCA, being done and are they bearing results?

• It was felt that the Barbados cruise industry had great potential and that it presented the country with untold economic opportunities. One panelist said: We have 800,000 persons coming every year without us having to pay to have them brought here. They are sitting on our doorsteps. They are right here. What are we doing?
The sun was high and there was barely a cloud in the sky. However, vendors who depended on the brisk weekend trade on the beaches on the south and west of Kingston, Jamaica found only deserted stretches of white sand in the first week of July.

The bustle of activity normally expected on the beaches of Hellshire on a scorching Saturday afternoon was nowhere to be found. There was no beach volleyball, no children chasing each other, no vendors selling everything from oysters to wood carvings. Instead, there was an eerie quietness, disturbed only by an occasional gust from the south, ripping through the sea grape branches.

The answer to the obvious question was not far away. It lined the beach as far as the eyes could see and coloured the coastal waters brown. What was left on the beach-head during high tide was now rotting... stink from the decomposing cells of dead flora and fauna. The air was abuzz with flies.

The lone vendor walked the long deserted beach in futility, kicking occasionally in disgust at a knot of the offensive sargassum that blew across his path. His brightly coloured floatable toys would find no eager hands on this day. But he walked the lonely way, only because sitting and staring into the water was the only alternative. He wondered, like so many across the Caribbean region who depend on the beach for a livelihood, when the brown curse would disappear.

The first huge rafts of sargassum involved in the current phenomenon reportedly washed up on Eastern Caribbean shores in 2011. Professor Hazel Oxenford of the University of the West Indies (Cave Hill) told BBC that it came as a surprise and no one knew what to do.

### SARGASSUM: WHAT WE KNOW

2. It is brown seaweed that floats and is carried long distances by ocean currents.
3. Ocean sargassum was historically pushed by currents from the Gulf of Mexico into the North Atlantic to float in the Sargasso Sea.
4. Source of sargassum that appeared in the Caribbean in 2011 identified as coming from a different source - an area in the South Atlantic stretching from the Brasilian coast to West Africa.
5. It is pushed by currents northwards, up the Brasilian coast, to the Caribbean Sea.
6. It comes together to form huge floating rafts.
7. The rafts can be as much as seven metres deep and several kilometres across.
8. Incoming sargassum rafts smother sea grasses and coral reefs.
9. It is not harmful to humans.
10. Sargassum invasions normally affect southern and eastern coasts.
11. Rafts block beaches and prevent near shore water sport activities.
12. It endangers wildlife, including sea turtles and coral reef systems.
13. It stinks as it decomposes.
14. Fishermen’s struggle with it, as sargassum entangles propellers, engines, nets and lines.
15. Scientific analysis found that some sargassum were high in arsenic.
16. Sargassum removal is time-consuming, expensive and can damage the beaches.
17. Removal techniques have improved and management guidelines are becoming available.
with it. In the years following, the sargassum continued to flow into the Caribbean in larger quantities. In a matter of three years Caribbean governments knew they had a problem that posed a serious threat to national economies and, in particular, the tourism and fishing subsectors.

Reports of business closures and loss of business multiplied. Horror stories of danger to the environment and about rafts of sargassum entangling and decimating whole bales of foraging sea turtles caused grave concern to environmentalists. Plus, reports about huge sums spent, to no avail, on heavy machinery to clean up private beaches have given real cause for dismay.

ANSWERS
There are apparently no quick fixes to the problem. It could well get worse before it gets better. However, a lot of studies and observations have been done (or are continuing) and progress is being made. Tourism ministries, port and harbour authorities and port and shoreline protection agencies must keep abreast of the latest information and technology for dealing with sargassum.

It is against this background that the study of the sargassum invasion and the current best practices for coping with it will proceed at the 2019 Caribbean Port Management Workshop, scheduled for January 21, 22 and 23 in Kingston, Jamaica.

AN APP TO MONITOR
At the upcoming second annual Caribbean Port Management Workshop, the DHI group plans to launch a software application (app) which will facilitate the process of building a regional network for monitoring and collecting data. This ready exchange of real-time information will empower port authorities and others to monitor sargassum movement and prepare themselves for an ‘invasion’.

‘The app we intend to launch will not save anyone from seaweed. The main idea is to provide the ports of the Caribbean region with a tool to register seaweed movement and record information on the wind and currents that brought the seaweed to land. They will also be able to upload photographs. When the user has registered an occurrence, it will be visible on a map in the app and other port authorities (or holiday resorts) can see where the seaweed is and seize the opportunity to prepare themselves for an ‘attack’ from seaweed,” said Jesper Dannisøe of the DHI Group, Moderator of Track 1 of the Caribbean Port Management Workshop.

He further explained: “The app was not developed for seaweed but for recording of droughts and flooding events. But it has an option called ‘Pollution’, which can be used. I will of course provide a user-guide for how to use it and it will be free of charge. Potentially, it could also be used for real-time monitoring of hurricane incidents.”

The Caribbean Port Management Workshop is presented by PORTSIDE CARIBBEAN in collaboration with the Port Management Association of the Caribbean and the Caribbean Maritime University.
BVI TORTOLA: FANTASY IS BACK

The Disney cruise ship m/v Fantasy returned to Tortola in late August for its first visit since the devastating 2017 hurricane season. The sound of steel pans floated across on a welcoming breeze as passengers disembarked to shop. 54 stores offering an extensive range of shopping options were open at Tortola Pier Park. With 75% of the stores at Tortola Pier Park open and back in business, plans to be operational by the end of the year are expected to be successful.

CRUISE BUSINESS: CARNIVAL PROFITS

Carnival Cruise Lines has reported a significant increase in revenues and profits for the quarter ending August 31. Yet, the world’s largest cruise ship operators experienced a decline in the value of its stocks. Carnival’s share value declined by more than 4.8% despite reported revenues of 5.8 billion USD (up from 5.5 billion for the corresponding period last year) and profits of 1.7 billion USD for the corresponding period under review, up from 1.3 billion USD last year. The company’s bookings for the first six months of 2019 created some concern. Cumulative advanced bookings were ahead of last year’s but at prices in line with 2018. Carnival does not expect that this will affect demand during the first half of 2019 and actually expects improvement in revenues in 2019.

CRUISE BUSINESS: CHINA GETS AGGRESSIVE

Ten government departments in China have joined forces to attract 14 million foreign cruise passengers by 2035. A part of the plan is to implement a policy which allows foreign tourists to stay in China for up to 15 days, without visas, as long as they leave the country on the same cruise ships on which they came. The country currently has a vibrant domestic cruise market that has been increasingly rapidly since 2006. China admits that its domestic market is still in its infancy but plans to close the gap. In this regard, Shanghai has been chosen as the location of a global supply centre for cruise ships.

CRUISE BUSINESS: DISNEY STEPPING UP

Reports are that Disney Cruise Lines has moved to expand its Miami presence and increase its share of the cruise market. Three new ships were added to the Disney fleet, totaling seven overall. The company is now talking with PortMiami and the Miami-Dade Board of County Commissioners to renegotiate terms of its preferential agreement, which expired in September. Observers are commenting on the cruise line’s interest in year-round sailings and the establishment of a permanent custom-built terminal at PortMiami, next to Royal Caribbean’s head offices. According to Orlando Weekly (September 10, 2018), Disney expects to more than double its annual passenger estimates, from 150,000 to 360,000 in five years.

TRADE WAR: USA AND CHINA

The USA carried out its threat to heap additional tariffs on Chinese imports amidst growing concern from major USA corporations, resulting in an additional 200 billion USD worth of imports from China, in two initial phases. The tariffs were set at 10% and were scheduled to be in force September 24 to December 31. On January 1, 2019, the tariffs will be increased to 25%. This comes from US accusations that China is engaging in practices that pose a serious threat to the health and prosperity of the US economy. The US President “... if China takes retaliatory action against our farmers or other industries, we will immediately pursue phase three: tariffs on approximately $267 billion of additional imports from that country.” The US first announced that it would impose 25% trade tariffs on specific imports from China (valued at 50 billion USD) on June 15. China retaliated with its own tariffs on $50 billion worth of goods from the US. China has now indicated that it will retaliate if President Donald Trump proceeds with his threat of more tariffs. Up to press time, China had not announced a counter strike. Meanwhile, the American Petroleum Institute (API) has publicized fears that the escalation of this trade war between both countries will negatively impact the US economy and American consumers.

JAMAICA: KINGSTON LOGISTICS PARK – PROGRESS

Construction of the $28.5 million USD near-port Kingston Logistics Park, being developed by the China Harbour Engineering Company (CHEC) for the Port Authority of Jamaica, is well underway, for completion in two years. Designed and constructed as a world-class facility, it will provide an 18,000m² warehouse that will dominate the 31,700m² property. The indoor height will be over 10 metres, allowing six-rack stacking. Beside this structure will be a 1,550m² building consisting of regulatory and monitoring departments, including law enforcement. Construction also includes a 1,500-metre road network.
JAMAICA: OCEAN’S NEW TUG FOR KINGSTON

Ocean has bought a new harbour tug from the Sanmar group to service its contract obligations in the Port of Kingston. The Canadian firm previously deployed three of its harbour tugs to Kingston in June 2018 after signing a 10-year deal with the Port Authority of Jamaica. The BogaCay IX has been renamed Ocean Kingston Pride. It is a Ramparts 2400 SX Class tug designed by Robert Allan and adapted by Sanmar. It has a bollard pull of 80 tonnes and a top speed of 13 knots, propelled by a pair of 2,350kW Caterpillar diesel engines running two Rolls-Royce US 255 CP azimuthing Z-drives. It has Navico bridge systems, including Simard autopilot, radar and two GPS devices. The tug is fitted with an electric-driven double-drum DMT forward winch and an aft quick release tow hook by Data Hidrolik.

SULPHUR LIMIT: CMA CGM TO ADJUST SURCHARGE

CMA CGM has indicated that the cost for its complying with the IMO global 0.5% sulphur limit will be approximately 160 USD/teu. It said the cost would be absorbed by an adjustment to customers’ fuel surcharges. The company plans to meet the IMO standard by supporting lower-sulphur fuel, using liquified natural gas in future vessels and equipping some ships with scrubbers (technology that cleans heavier fuel).

SULPHUR LIMIT: MAERSK TO ADD SURCHARGE

Maersk Line expects to spend more than 2 billion USD to meet the IMO sulphur limit. The line said it would introduce a new Bunker Adjustment Factor (BAF) surcharge on January 1, 2019 to recover costs related to compliance with the global 0.5% sulphur cap. The IMO restriction will be enforced a year later. The BAF surcharge will be charged separately from the freight rate. Despite recent investments in scrubbers, Maersk expects to use mainly low sulphur fuel to meet the sulphur cap restrictions.

CRUISE BUSINESS: MORE SHIPS COMING

By the end of the coming year, 25 new cruise ships will be in service. Another 19 will come into service in 2020 and 20 more in 2021. In total: 64 new cruise ships in 36 months. The average size of each ship is 97,726 tons, average passenger capacity is 2,440 guests (with double occupancy) and total cost of building stands at 66.5 billion USD. There are 36 different cruise lines building in 17 shipyards. (From Cruise Ship Orderbook, published by Cruise Industry News, October 2018)

UK UPGRADES CARIBBEAN RELIEF CAPABILITIES

Following the horrors of the 2017 hurricane season, the United Kingdom came under criticism in the Caribbean for its slow response to the disasters that hit its British Overseas Territories (BOT). In the Caribbean region, the BOT are: Anguilla, Bermuda, British Virgin Islands and the Cayman Islands. This year (2018) was quite different: the UK sent a team of specialists to the Caribbean. Announcing that the UK’s armed forces have been pre-positioned in the Caribbean region ahead of the hurricane season, Defence Secretary Gavin Williamson said that the regular crew of the Royal Fleet Auxiliary’s ship RFA Mounts Bay (mobile hub of the British relief efforts) had been augmented by 87 engineers, medics, maritime experts and other specialists. In addition, he said, some 1,000 personnel are deployed or are being held at high-readiness in case more hurricanes head towards the region. As well as being able to carry vital aid and equipment, its mobile hub, the RFA Mounts Bay will use its helicopter to provide aerial support in rescue and relief operations.

US VIRGIN ISLANDS: CARNIVAL IN MUSIC

Carnival Corporation has committed to a music programme in the US Virgin Islands that will see the cruise giant providing musical instruments to the territory’s Department of Education. In addition to having corporate officials from the cruise lines doing classroom interaction in the schools, this will engage students on board its ships. Carnival Corporation brands, Princess Cruises and Carnival Cruise Line, have committed a total of 800,000 USD to finance this and various projects, including the Children’s Museum, the Little Libraries programme, a Children’s Playground (Carnival Fun Park) at Emile Griffith Park and 20,000 USD in supplies and equipment for the Charlotte Amalie High School Gymnasium. The Community Foundation of the Virgin Islands is administering funds for these projects.

US VIRGIN ISLANDS: PLANS TO UPGRADE

The US Virgin Islands Governor Kenneth E. Mapp has announced plans for upgrading infrastructure and creating additional berthing capacity to accommodate larger cruise vessels at Crown Bay and at the West Indian Company (WICO) docks. In September last, Governor Mapp and members of the Ports of the Virgin Islands team outlined project plans for dredging, to be funded through the first phase of the US Department of Housing and Urban Development’s Community Development Block Grant Program (CDBG). This will allow Quantum Class ships to dock on the north side at Crown Bay and Oasis Class vessels to berth at the WICO docks.
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It was a moment in history that was bound to be, when superstition and folly about women on board gave way to a time when women piloted ships and performed tasks that were hitherto considered by men to be too much for the ‘fair and gentle’. Yet even as that new era arrived, women hold only about one in every fifty jobs in the world’s sea-going workforce.

The International Transport Worker’s Federation (ITF) says: “It’s still rare to find women workers at sea but, largely thanks to trade unions, more women are confronting prejudice and becoming valuable crewmembers.”

ITF, an international trade union federation of transport workers’ unions, estimates that women make up about 2% of the world Maritime’s taskforce, working mainly in the cruise and ferries sub-sectors.

2% of anything is, relatively to the whole, small. However, in the ITF, this amounts to 23,000 women holding membership in its member-unions worldwide, not a small number by any means – just miniscule in the context of potential.

Women have faced discrimination in getting seafaring work. In some countries, the ITF reports, women are barred from enrolling in nautical courses offered by maritime education and training institutions. As well, women tend to enroll in navigation rather than engineering courses.

Even once trained, they may have to face prejudice from ship owners who won’t employ women, the ITF notes on its website. It was in this historical context that Svitzer Caribbean moved to empower its women.

The company’s 70-ton bollor pull ASD tug, Monte Cristi, operating in the ports of Rio Haina and Caucedo in the Dominican Republic, now has an all-female crew and Capt. Dickson Rivas, its General Manager, is said to be the catalyst for this initiative.

The initiative in the Dominican Republic started some two years ago when Captain Eduard Medina began training the first group of female crew. Soon, the company had its first female captain, Captain Maria De Los Santos.

The initial training included basic seamanship; safety awareness and knowledge, stability and navigation.

“It’s a demanding education and you have to work hard, regardless of gender,” said Captain De Los Santos. “As a woman in this line of work, you really decide yourself what obstacles you have to face – it’s all about how you face challenges and how hard you work to overcome them.”

“The best aspect of the job is receiving positive comments from the Pilot and the vessel Captain on completion of a tug job. I like seeing how the crew members light up, knowing they’ve achieved what was set out – their professional pride, basically.”

Deckhand Maria Martinez thinks that despite the fact that her job demands a bit of physical strength, it is not something that other women cannot do. She thinks a trained deckhand, regardless of gender, can easily handle it.

When asked the same question about physical demands of working on such a powerful tug, Chief Engineer Marysabel Moreno, answered: “I think many things that we presume need to be done with physical strength actually only require technical intelligence and the right tools. If you don’t have the right tools at hand, it is useless to have physical strength.”

This crew has been operating the Svitzer Monte Cristi for the last four months.
On the ridge of a hill overlooking the Castries harbour lies hallowed ground. Perhaps the most strategic piece of real estate on Saint Lucia, this hill has figured prominently in the history and development of this country. Indeed most of the violent 18th Century conflicts between France and England for control of Saint Lucia (wars that saw the colony becoming French, then English, then French, then English) were fought for and on Morne Fortuné.

Why Morne Fortuné?
"Whoever controlled Morne Fortuné effectively controlled Saint Lucia," was the answer my friend gave, as we later looked down and out over the entrance and spread of the Castries Harbour. Invading forces would first clearly have to take Morne Fortuné and hold it in order to prevail.

This of course explained why some of the oldest marked graves and some of the oldest brick and mortar structures on Saint Lucia are to be found there on Good Luck Hill. As well, the commanding view of what is today the country’s main cargo and cruise terminals are ample evidence of the strategic advantage that Morne Fortuné offered the French and British military forces that alternatively occupied Saint Lucia.

Overlooking La Toc point and the southern arm of Castries Harbour, Morne Fortuné today has a residential district at its lower contours. The climb gets steeper as the road twists and turns towards the crest of the ridge over which so much blood was shed, the same ridge that brought fame and honour to a tough set of Irishmen, banded together as the 27th Inniskilling Regiment. They took Morne Fortuné from the French, twice.

Many colonial heroes, famous and unsung, were interred at Morne Fortuné. But so also were two Saint Lucian heroes of the 20th Century — Sir W. Arthur Lewis (1915-1991) and Sir Derek Walcott (1930-2017) — who, by intellect and dint of persistent work, each with his own method, earned a measure of global acknowledgement for the emerging peoples of the new Caribbean. Both were Nobel laureates: Sir Derek for literature in 1992 and Sir Arthur, 40 years ago in 1979, for economics. Both are now illustrious neighbours on old Good Luck Hill.

The car lurched then accelerated to clear the last hill challenge and suddenly we were in a space named after one of these two Saint Lucian heroes. The sign said Sir Arthur Lewis Community College.

INTELLECTUAL GIANT
I grew up in a world where the name, Sir Arthur Lewis, conjured up an intellectual giant, one bigger than all the other giants — the biggest of the big. So he was.

William Arthur Lewis was a pioneer, a leader, a visionary and an authority. The first black man to enroll at the London School of Economics (obtaining the highest grades in its history) and the first to teach at the London School of Economics (LSE), he still was, up to this moment of thought, the only black man to win a Nobel prize in the sciences. Sir Arthur, a humble man, was to establish a huge reputation, globally acknowledged for pioneering Development Economics and, for an extended period, was accepted as the authority on matters of International Terms of Trade.

"I had no idea in 1933 what economics was, but I did well in the subject from the start and when I graduated in 1937 with first class honours, LSE gave me a scholarship to do a Ph.D. in Industrial Economics," he wrote subsequently in his auto-biography.

Sir Arthur went on to become, inter alia, the first Vice-Chancellor of the University of the West Indies, Co-founder of the United Nations Development Programme (UNDP), Chancellor of the University of Guyana and the founding President of the Caribbean Development Bank. Concepts and strategies that, Sir. Arthur Lewis fathered were discussed, debated, referenced but never ignored. His name was associated to the major economic development planning initiatives of his time and reverberated off the walls at global multilateral conferences and in national development initiatives.

My first thought, as we entered the grounds of the Sir Arthur Lewis Community College (SALCC), named in his honour, was: this great Saint Lucian was like no ordinary man.

It was mid-summer and so there were no gatherings...
of students anywhere. The campus was as quiet as it was impressive. Built to shelter and accommodate military communities the grounds were designed accordingly — spacious and well planned.

Not many community colleges in the Caribbean that I know of, particularly none so close to a major urban centre, had this much space. That was my second thought. Many I know to be stark — just buildings with little green space. The grounds of the SALCC showed more like a well-endowed university campus.

NEED

As we approached the first buildings, meandering through paved roadways, it became painfully obvious just from looking at the outside of the structures, that there was immediate need for substantial repair and refurbishing.

The black asphalt comes to a gate (locked on that day), beyond which the old military structures, the Inniskilling Monument and the Walcott tomb were kept safe by Saint Lucia National Trust. I took photos of the historical buildings but was seized with the details of the scene. The grounds were in ship-shape, a clear sign of people doing the very best with what they have. But the physical condition of the outside of the buildings suggested that those people have very little capital. It's not a paint job that was needed, although that should also be on the list. Some physical refurbishment were urgently needed. The place was clean and tidy but appeared to be (not-so-slowly) falling apart.

The SALCC is Saint Lucia's top tertiary education institution. It has on roll about 2,500 students, pursuing qualifications in Agriculture, Arts and Sciences, Building, Business, Education and Educational Administration, Electrical systems, Health Sciences, Hospitality and Mechanical systems. In many respects, this institution is vital to the development of the country. And many of its former graduates now work in the maritime sector.

CARIBBEAN PROBLEM

With photos of Sir Arthur's mausoleum safely in my phone, I returned to the car, pensive and even a little worried as we drove towards the exit to continue our day trip. The buildings of the UWI Saint Lucia property that we passed on the way out looked dirty, abandoned and gloomy. Ironically, the two institutions in his homeland that should themselves be monuments to Sir Arthur's tremendous contribution to global development — the one which bears his name and the one which he "led" — appeared to be in need of development.

I left with the thought that this was not simply a Saint Lucian problem. Rather, it was manifestation of a Caribbean challenge. Structures and resources to facilitate education cannot be allowed to fall into disrepair. Without preventive maintenance assets that are even now too expensive to replace will be lost.

The pioneering work of Sir Arthur Lewis and the solutions for economic development, based on study, that were effectively addressed through his writings and lectures should, somehow, be celebrated in the work and accomplishments of the institutions which he founded or inspired through his leadership. The fact that they are metaphorical foundries where resources to drive for development are forged only makes it imperative.

The Caribbean Development Bank (CDB) and the peoples of the Caribbean owe Sir Arthur a lot, said Professor Compton Bourne, O.E., President for 10 years of that regional institution (2001-2011).

"He made a major contribution to the formulation of development policy in the Caribbean through timely interventions and articles in the newspapers that would start a public debate along the right lines," he said in a recorded interview. Professor Bourne said that this was important not just for the CDB, a development institution but, for the wider Caribbean "to have at its disposal, a set of well worked out ideas as to how to proceed."

In this regard, Sir Arthur's influences and ideas bolstered and informed the leadership of newly emerging nations, way beyond the Caribbean and particularly in Africa, where the bonds of colonialism were being loosened.

CONCERN

The institutions that bear his name should be concerned that footprints on the sands of time, left behind by our own great men, could vanish forever, covered over by the winds of time. Perhaps such concern will initiate change that will reverse the physical decline that is now obvious at this historically important institution; change that will set the stage for accomplishing that for which Sir W. Arthur Lewis strived. Someone has to take the lead.

Development is about the realization of human potential. Education and skills training are fundamentals for development. Safe and secure structures in which to house schools and colleges are prerequisites. The maritime sector, on which regional economic development relies, needs graduates from home-based institutions such as the Sir Arthur Lewis Community College. Repairs become only more costly with each passing day.

A stitch, in time, saves nine. Meanwhile, irretrievably . . . tempus fugit.
The Crucial Role Of Ports In Humanitarian Logistics

...Ignorance Will Only Lead To Further Devastation And Loss Of Life

BY CURTIS DENNIE

In 2017, hurricanes Irma and Maria devastated several countries in the Caribbean and exposed the structural deficiencies of the logistics architecture of the region. The economic impact was catastrophic with a total estimated cost of USD92 billion. Since 1970, the Caribbean region has been exposed to over 475 hurricanes. The probability of a hurricane strike is greater than 100% per year.

In global transportation systems, ports serve as integrated logistics centres but also as the main link between human relief organizations and affected peoples. Ports are also among the key national assets with the capability to deliver a strong response during the aftermath of natural disasters such as hurricanes. However, there is often a disconnection between the role of ports as a strategic component of the disaster management mechanism and the disaster management framework.

The disaster management framework (DMF) consists of risk mitigation and preparedness, response and recovery. The key factor that underpins the DMF is logistics. The experiences of Dominica, Barbuda, St. Croix, St. Maarten, Tortola and Puerto Rico highlighted the significant role of logistics.

Limitations in the logistics capacity of a country can impede the response from relief organizations. Logistics play an important role in providing a bridge between disaster preparedness and response, between procurement and distribution, and, between headquarters and the field.

The effectiveness and speed of response for major humanitarian programmes, such as health, food, clothing, shelter, water and sanitation depend on the quality of infrastructure that are in place. The reality is that disaster response agencies are in fact logistical organizations. While the level of preparedness and planning may vary, depending on the nature and speed at which a disaster or emergency occurs, the logistical challenges are always complex and daunting. It is in this context that the role of ports in humanitarian logistics is examined.

Humanitarian logistics are designed to alleviate the suffering of the affected population, especially in the aftermath of disasters and crises. It is primarily concerned with bringing the products of humanitarian aid to the most affected, quickly, in good quality, in amounts as needed and with minimum costs (with regard to efficiency).

There exists a knowledge gap on the role of seaports in humanitarian logistics in the Caribbean. Seaports have been described as socio-economic spaces that have a multifaceted impact on the environment. Ports are critical infrastructure that facilitate resource mobilization, staging platforms, docking, warehousing and distribution, providing technical expertise and managing out-bound and in-bound logistics.

URGENCY

The vulnerabilities of the Caribbean region to natural disasters should create a compelling sense of urgency to establish a prominent role of ports in the logistics architecture. Ports facilitate various sizes of ships. This enables a country to provide the level of agility that is required. Ports are designed as staging platforms that can facilitate mass evacuations. Ports provide security, reliability, safety, efficiency and predictability for the transportation of supplies. Ports can guarantee the sustainability of a population, provide reliable connectivity and facilitate the efficient planning and distribution of supplies. Disaster planning must therefore incorporate the role of port and the logistics of handling and distribution of relief supplies.

The advent of containerization presented many opportunities for logistics management. Containers offer mobility, storage, security and ease of distribution of large quantities of supplies. Ports facilitate the un-stuffing of containers as well as the sorting and distribution of supplies. Ports also have capabilities to position assets to support relief distribution, reposition small ships to provide other support to state and non-state actors.

Globalization and the rapid increase in world trade over the past decade have contributed to greater demand for international transport and logistics and consequently, the expansion of the maritime industry’s significant role in the global development of human society, impacting the military, economic, political, religious and cultural sectors. The capabilities of logistics were fully utilized by Alexander the Great, the first military leader to understand logistics and to use it efficiently in military campaigns. The Greeks created a revolution in the construction of ships. This increased their transportation capabilities in the movement of military supplies and facilitated intercontinental trade.

It is these capabilities that enable disaster management strategies to be successful, since ports facilitate a vital component of sea and landside logistics. Ports serve as a reservoir of technical skill sets and specialist knowledge that are limited in the general population.

The impact of a disaster may inhibit the mobilization of regular staff at the port. This vulnerability can be mitigated by training members of the national forces who can then be mobilized. Efficiencies in port logistics will save lives and result in reduction in time, costs, vulnerabilities, national security, exposure to health
hazards, fear and uncertainties in the population. However, the national logistics architecture must exist prior to the impact of storms.

There is an urgent requirement to conduct a comprehensive review of the national disaster plans in the region. An analysis of the plans should include the conducting of a logistical audit.

A logistical audit is a thorough review of capabilities of a country, which includes (but not limited to) its seaport, airport, medical infrastructure, national disaster agency, transportation, public heavy-duty equipment, water and electrical facilities.

Bureaucracies in the decision-making process remain a challenge in disaster management and serve as a constraint to national and regional agility. Agility must be at the heart of humanitarian logistics. The complexity of disaster situations, operational challenges, the different stakeholders involved and the collaboration between them present major challenges for humanitarian logistics. A critical question is: how can we develop agility from complexity?

Agility is acquired through infrastructure development; training and development, planning, innovation, resource allocation, mobilization, quick decision-making, collaboration; and, by establishing strategic alliances.

IMPORTANT
An evaluation of the level of collaboration between the public and private sector is an important function in pre-disaster planning. The purpose of this assessment is to determine the quality of communication and technology that exists; suppliers’ relationships; and, national inventory planning for supplies post-storm due to our vulnerability to food security and communication.

Disasters are disruptive forces in the supply chain. Thus the linkage between importers, banks, suppliers, carriers and the ports is fundamental to disaster planning. Plans must incorporate regional and international intervention, which may require commercial and military support (sea and air).

The logistical support of military forces will significantly improve our agility. Therefore, the region must identify countries for the pre-staging of regional and international armed forces. Ports can provide critical logistical support for the pre-staging of military supplies and interventions.

Policy makers and practitioners should plan for post-disaster seaport damage and congestion since 90% of imports are transported via ocean. Therefore, in view of this, alternative-landing spaces (sea and air) should be identified to facilitate seamless logistics.

A key path for the response stage of disaster management is the operationalization of ports. Ports must be functional because the handling of inbound supplies from donor agencies can be chaotic and requires effective logistics coordination and consolidation. Ports are the main distributaries of the supply chain and, as such, inefficiencies along the chain have implications for the response and recovery stages. The extent of the recovery of the national economy is dependent on the port’s operations.

Ports play a vital role in post-disaster development by the facilitation of international trade; the collection of government revenue; the distribution of supplies; the rebuilding of infrastructure; and, the mobilization of financial services and the tourism sector. Ports are therefore a key driver of the economic activities in a country. This underpins the role of ports in economic development.

In an effort to build resiliency, consideration should be given for the facilitation of several national training workshops (on disaster logistics) for key state and non-state actors. In this regard, a regional conference on disaster logistics should be convened.

Given our vulnerabilities and the socioeconomic implications, policy-makers and disaster management practitioners in the region should give urgent attention to the role of ports in logistics management. The failure to incorporate seaports in disaster management creates further complexities, which can lead to disastrous consequences.

Policy makers must pay careful attention to the quality of infrastructure and capabilities that exist at their seaports. Capabilities related to equipment, storage, wharves, berthing spaces, tugs, barges and pilot boats are all important factors in disaster planning and execution.

Ignoring these imperatives can only lead to further devastation and loss of life in a hurricane-prone region such as the Caribbean.
Port Privatization- A Caribbean perspective

BY LOWELL G. MORGAN* AND FRANCOIS A. MCKNIGHT**

A review of objectives commonly associated with the privatization of seaport functions with specific references to Jamaica, Trinidad and Tobago, Barbados and Belize and overview of how these ports are regulated, the institutional framework and the division of responsibilities between the public and private sectors.

INTRODUCTION

Initiatives in the Caribbean to establish global trans-shipment and logistics hubs come at a time when total public ownership and management of ports is no longer the right model. This has created a situation where port management services related to cargo handling, navigational aids and systems and heavy infrastructure are now better delivered by concessionaries or private operators.

The critical importance of ports for the efficient working of Caribbean national economies cannot be overstated and many governments have reformulated the manner in which their ports are controlled, regulated and managed, with the objective of increasing productive efficiency and financial viability.

PORT SERVICES

Ports function as modems, which facilitate commerce and trade through the maritime sector. Seaport services previously focused primarily on sea transport but over time, have morphed into complex institutions with organizational structures regulated, in most cases, by a port authority.

A.J. Baird, states the three fundamental functions of a port authority:

a) The Regulatory function - the provision of port traffic management, enforcement of laws and regulations in force, licensing of port activities and protecting the interests of port users against the risk of monopoly formation.

b) The Operational function – this implies the provision of services related to the transfer of goods and passengers between sea and land.

c) The Landowner function – this involves the organization and development of the port’s real property; the implementation of the port policy and the development of strategies; the coordination of the port promotion policy; and, the development and maintenance of port infrastructure.

More and more, port authorities have delegated the latter two functions while maintaining dominance of the regulator functions, which is understandable.

PORT PRIVATIZATION

Irrespective of the expansive visions and functions stated by port authorities, the common objective is to establish efficiency, sustainability and equity. Port privatization is the transfer of ownership of assets from the public to the private sector; or, the use of private capital to fund investment in port facilities, equipment and systems. And its rationale is linked with the idea that the transfer of ownership from public to private will ultimately lead to improved efficiency and optimal financial performance.

REGULATORY FRAMEWORK

The framework establishing Caribbean ports encompasses initiatives of privatization. Notwithstanding these transformative changes, port authorities continue to maintain responsibility for traffic control (within the perimeter of the harbour) and other regulatory functions routinely performed by governmental authorities, including security, health and environmental issues.

There is a distinction to be made between a port authority as regulator and a maritime transport service operator (which is often a separate private entity). The primary concern of having a more privatized maritime transport and operation system is related to the wider role of maritime transport in facilitating the globalization trend enveloping Caribbean economic structures and the integration of shipping services to meet real-time delivery requirements of shippers.

JAMAICA

In Jamaica for example, the Port Authority of Jamaica (PAJ) is a statutory corporation established by section four of the Port Authority Act (1972) and is the principal maritime agency responsible for the regulation and development of the nation’s port and shipping industry. The PAJ, as the regulator, is mandated to ensure that security systems, standards and procedure at Jamaica’s maritime and port facilities comply with statutes and international conventions.

Prior to April 2015, the PAJ operated, maintained and had control over the Kingston Container Terminal (KCT) which grew to become one of the leading container terminals in the region, with consistently high performances in yard and berth productivity.

With increased pressures for faster turnaround times and profit maximization, the PAJ gave up its stake in the KCT and concluded a 30-year Concession Agreement with CMA CGM. In this agreement, CMA-CGM, through its subsidiary Kingston Freeport Terminal Limited (KFTL), would develop, maintain and operate the terminal.

Kingston Wharves Limited, a privately held full-service terminal operator is also located housed at the Kingston Harbour. And that company is also making major investments to expand its container and vehicle handling capabilities.

TRINIDAD AND TOBAGO

The position in Trinidad and Tobago is quite similar. The Port Authority of Trinidad and Tobago (PATT) regulates port administration and performs its functions and duties directly through its own officers, servants and employees. PATT may also enter into contractual arrangements with other entities to undertake the activities for which it is responsible, whether independently of the authority or under its control (or partial control) and may give assistance to such entities, including financial assistance.

Due to this, ports have somewhat of a quasi-public-private regime where port management and operation
such as cargo handling services is delegated to the Point Lisas Industrial Port Development Corporation Limited (PLIPDECO), a private company, albeit publicly owned. The government therefore still maintains more control in contrast to what happens in Jamaica, as PAT’s authorization is still required to load and discharge cargo and to supply port services within the country.

**BARBADOS**

Barbados also takes a liberal approach to port privatization and its port management model empowers the private sector to play a greater role in the construction, maintenance and operation of ports and harbour facilities. The legislation authorizing this is the Port St. Charles Development Act CAP 234 which permits the Port St. Charles Development Limited, a privately-owned company, to maintain works and facilities and entitled to utilise them for its sole use and benefit.

Barbados’ other port, the Port of Bridgeport, is operated by Barbados Port Inc. by virtue of the Barbados Port Inc (Transfer to Management and Vesting of Assets) Act CAP 185B (2003) (the Barbados Act).

What is interesting about the Barbados Act is the fact that it expressly transfers the rights to set, collect and retain port dues and charges for the provision and use of port facilities and services. The Barbados Act goes on to provide that lands of the port are to be leased to the company and transfers the assets in relation to the operation of the port that were vested in the Barbados Port Authority as well as the liabilities incurred in relation thereto to be transferred to the company.

But unlike the situation in Jamaica, this company is owned by the government and formal governmental oversight is maintained over the port’s commercial activity. How this works is that every five years, the company is mandated to submit a port master plan for approval and annual reports and audited financial statements laid before parliament. There are however, some services provided by the private sector on behalf of the Barbados Port Inc. such as depot services, maritime agency services, maritime freight forwarding service, maintenance and repair of vessels.

**BELIZE**

The Belize Port Authority Act CAP 233 (1976, Revised 2000) (the Belize Act) established the Belize Port Authority, to regulate and control navigation within the limits of ports and their approaches, maintaining improving and regulating the use of ports and services and facilities; and providing pilotage services, beacons and other navigational aids.

The Belize Act also makes provisions for private sector participation in the operation of ports, where a license may be granted for the construction and operation of a private port on such terms, conditions and restrictions and payment of such fees, as one considers appropriate.

**PUTTING IT ALL TOGETHER**

It should therefore be no surprise that these countries, driven largely by standard industry growth and private sector development, have made strides towards port privatization. Although these developments are geared at increasing efficiency and profitability for Caribbean economies, they do create additional costs and benefits, which may influence investor decisions, organizational competitiveness and financial feasibility.

In order to have privatization work for Caribbean economies, there are a number of key factors to be considered. These include:

Ownership of all land should preferably be retained by the port authority, which would be a checks-and-balances mechanism for governments to maintain some form of interest in the management of their ports. Great care and consideration should be given to the terms of concessions and their future impact on the public and private returns on investments. Too often ports have found that they have leased the profit centres to others, leaving themselves with seriously depleted revenues. The PAJ/KFTL Concession Agreement for example has been met with controversy, as the terms of that document are not public.

Such agreements should try as best as possible to include clauses terminating the agreement if an operator is taken over by an organization that could introduce forms of discrimination.

Private operators tasked with the maintenance of both infrastructure and equipment should be guided by adequate standards.

**CONCLUSION**

The role of the private sector has expanded significantly in Caribbean economic sectors over recent decades. Many ports within the region have benefited from private sector intervention. In a practical sense, the extent of privatization in ports can vary significantly between countries because of the various methodologies employed to bring about private sector participation.

As the Caribbean moves further towards realization of a single market and economy and as the demand for ports to become more competitive increases, privatization will increasingly be the model applied for achieving improved operational efficiencies and the reduction of costs.

* Managing Partner of the Jamaican law firm Nunes, Scholefield, DeLeon & Co.
Getting people to listen to you as a leader

BY FRITZ PINNOCK

Successful leaders get people to listen to them, not just by their words but by three all-important traits: character, conduct and concern for others.

When what you say truly helps somebody, you form a connection.

Benjamin Franklin, one of the most admired figures in American history known for his homespun wisdom, had a remarkable career. Interestingly, he had little formal education. He attended school for only two years, yet he was highly respected because of his knowledge and keen insight. A voracious reader and an intellectually curious man, he became expert in a remarkable number of areas: printing and publishing, politics, civic activism, the sciences and diplomacy.

Franklin was an innovator and inventor who secured the support of France during the Revolutionary War; founded the first public library in America; served as the first President of the American Philosophical Society; and, he helped draft the Declaration of Independence.

Biographer Walter Isaacson called Franklin ‘the most accomplished American of his age and the most influential in inventing the type of society America would become’. Within this, people felt a sense of connection when Franklin shared his wisdom.

Here’s how this applies to you as a leader.

Recall my opening statement here: Successful leaders get people to listen to them…

When you love people, work hard, study and develop and share your expertise in a given area, they will learn to respect and listen to you. And when it comes to listening, you don’t get what you demand; rather, you get what you earn. The second credential you need when it comes to getting people to listen to you is success.

Credibility doesn’t come from knowledge alone. It also comes from results. When people want to succeed, they seek advice from those who have actually accomplished something. When you are successful, there will always be those who want to listen to you and if you have a proven track record in an area where they want to succeed, your credibility goes through the roof.

So what does it take to be a success? It takes many different things. Here are a few:

(1) Good Habits: Everybody wants to succeed, but few are willing to pay the price. You don’t determine your future, you determine your habits and your habits determine your future. The secret lies in your daily routine. To succeed you must make a habit of doing what those who are unsuccessful do not do.

(2) Opportunity: A successful person makes hay from the grass that grows under the other person’s feet. They don’t restrict their efforts to the hours when the sun shines. They recognize that success takes aspiration,
“As a leader, the way you communicate determines the way your subordinates listen and react to your message.”

inspiration and perspiration.

(3) Persistence: Success means getting back up each time you fall. Scientist and inventor Louis Pasteur said: “Let me tell you the secret that has led me to my goal. My strength lies solely in my tenacity.”

(4) Methods: A goal without a plan is like a road to nowhere. First the goal; then the plan; then, the process. The most painful and longest part of the journey lies in the process. This is where the rubber meets the road and we may be criticized and ridiculed. Oftentimes the process does not seem to make sense, as Steve Jobs, former CEO of Apple once said, “…you can only connect the dots of life looking backwards.”

As a leader, the way you communicate determines the way your subordinates listen and react to your message. Dave Pottruck, Chairman of High Power Advisors and of Corp U points out that, right from the outset, entrepreneurs must pay attention to every communication and opportunity for sharing their passion and vision. They must communicate effectively, so they can inspire others to come aboard. They must speak honestly and in ways that reveal their personal character and genuine connection.

Yet, this sort of communication style can be difficult and time consuming—especially when demands are huge and time is scarce.

There is far more to being an effective communicator than most leaders believe. Even, if you think you are good at speaking to your team and motivating them, there is always more to learn. Leadership communication is a discipline and a practice. The more time, effort and heart you put in, the more effective you become.

According to Pottruck there are six ideas that can help you focus your attention and improve your leadership communication.

1. Be authentic: When you speak with your employees you must come across to them as real. This means sharing your beliefs and your struggles. Talking about moments of doubt but also explaining how you overcame them with more conviction and confidence than ever. Or perhaps share a story or two about a failure and disappointment in life.

2. Know yourself: Know your values and what motivates you. If you don’t know yourself you cannot share or connect with others. People want to know what makes you tick as a human being not just as a leader. Share this and make yourself real.

3. Rely on a good coach or a trusted advisor: Developing good communication skills takes time and in the rush of business, that is scarce. Having someone who can push you to examine and reveal your interests and passions is enormously helpful and the value is immeasurable.

4. Make values visible: Effective, empathetic communication and a commitment to culture can provide a solid foundation for your ideas and contribute to making it a reality. Many of today’s most successful companies have gone through dramatic crises. Their improvements often hinged upon genuine communication from the leaders. For instance, think of Starbucks and Howard Schultz’s clear and genuine communications about the importance of managers and baristas being personally accountable for future success. Your employees want to know what you and the company stand for. What is the litmus test for everything you do? These are your values. Talk about them but you must always be sure to “walk the talk” and live by them.

5. Engage with stories: As a numbers guy, it took me some time to learn that if you want to make a point and convince people, you can’t rely on facts and figures alone. It’s stories that people remember. The personal experiences and stories you share with others create emotional engagement, decrease resistance and give meaning. It is meaningful that gets employees’ hearts and fuels discretionary effort, thinking and desire to actively support the business.

6. Be fully present: There is no autopilot for leadership communication. You must be fully present to move people to listen and pay attention, rather than simply be in attendance. Any time you are communicating, you need to be prepared and to speak from your heart. Leadership communication is, after all, about how you make others feel. What do you want people to feel, believe and do as a result of your communication? This absolutely can’t happen if you read a speech. No matter how beautifully it is written, it doesn’t come across as authentic or from your heart if you are reading it. Embrace what you want to say and use notes if you must, but never read a speech if you want to be believable and move people to action.

Your communication is visible and important components of your role as a leader. Successful leaders are conscious of that role in every communication, interaction and venue within the organization and beyond. They also know that while today’s world provides a wide range of ways to communicate with their organization, electronic communication is a tool for communicating information and not for inspiring passion.

*Professor Fritz Pinnock is President of the Caribbean Maritime University.

“Your communication is visible and important components of your role as a leader. Successful leaders are conscious of that role in every communication, interaction and venue within the organization and beyond.”
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