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The Port of Kingston is strategically located on both the north-south and east-west axis through the Caribbean and just 32 miles off the main trading route to and from the Panama Canal.

”

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Views and opinions expressed by writers in this publication are their own and published purely for information and discussion, in the context of freedom of speech as guaranteed by our democracies. They do not necessarily represent the views and opinions of the Caribbean Shipping Association. - *The Editor*.

Cover image - © courtesy of Manzanillo International Terminal

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Caribbean Shipping Association



caribbean shipping association

MISSION STATEMENT

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

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Group D Chairman: John Abisch

Director Information and Public Relations:
Michael S.L. Jarrett

Caribbean Shipping Association

4 Fourth Avenue, Newport West,
PO Box 1050, Kingston C.S.O., Jamaica
Tel: +876 923-3491
Fax: +876 757-1592
Email: csa@cwjamaica.com
www.caribbeanshipping.org

EDITOR

Mike Jarrett
Email: csa-pr@mikejarrett.net

PUBLISHER:

land & MARINE

Land & Marine Publications Ltd
1 Kings Court, Newcomen Way
Severalls Business Park, Colchester
Essex, CO4 9RA, UK

Tel: +44 (0)1206 752902
Fax: +44 (0)1206 842958
Email: publishing@landmarine.com

www.landmarine.com

A STEPPING STONE TO THE FUTURE

As this 15th edition of *Caribbean Maritime* goes to press, Croatia has signed on as the 28th member of the European Union. Despite the ailment and the remedial action which the EU announced in early December, it is experiencing growth in membership. And other countries are waiting to join.

An exuberant Ivo Josipovic, President of Croatia, told the leaders of the 27 existing EU states: "Today Croatia is entering Europe; but, more importantly, Europe is entering Croatia."

More important indeed. Europe will be strengthened by the economic potential that is Croatia. After all, returns are to be expected from European financial aid invested there. Croatia's allocation for 2010 under the EU's Instrument for Pre-accession Assistance (IPA) was €153.6 million (euro). The country of about 4.4 million would have used these funds to implement programmes to build industrial capability, improve transport, develop and train human resources, environment protection, agriculture expansion and rural development.

Europe is ready to take up the timely Croatian 'invitation' to enter. And entrepreneurs in 27 member countries will exploit the new opportunities. Europe and Croatia should be stronger for it.

Croatia and Turkey both started accession talks on October 3, 2005. Albania is expected to join the EU in 2015. It formally applied for membership on 28 April 2009. Bosnia-Herzegovina is expected to join in 2015 at the earliest. Iceland, the most recent to seek EU membership, could find its dispute over mackerel fishing a hurdle in the preliminary talks. That aside, and despite the collapse of its major banks in 2008, Iceland's economic potential will make the EU stronger.

Notwithstanding current difficulties and protracted issues, the EU will get bigger and incrementally stronger with or without the British (the only one of 27 members not to have signed up to the economic plan announced to the world on December 9, 2011).

The economic expectations for 'the year ahead' (the theme of this issue) are less than enthusiastic. Europe's growth and problems may seem a world away but, as Gary Gimson states, its currency and debt crisis is bound to have implications for those on the other side of the Atlantic (Page 36). Mr. Gimson believes that 2012 is going to be a very tough year with little or no respite for a shipping industry contending with higher costs, low rates and falling volumes. He is not alone.

Caribbean Maritime supports the CSA president (Page 3). Plan and prepare for growth. Low expectations should not cloud reality. Economic recovery in the year ahead – or the year after, for that matter – is not expected. However, paradoxically, our present reality demands expansion, development and delivery of world standards. The ships are already bigger and the Panama Canal is being expanded to accommodate even bigger vessels. Ports have created new space and dredged to new depths. New technologies have been demanded and acquired. This is present-day reality. And it is against this background that strategies for the Caribbean and Latin America must be planned.

Preparation for growth, as the CSA president points out, is more than building institutional capacity. It is more than expanding or upgrading systems and facilities at marine ports. Plans must also prioritise training, developing and honing the skills needed by the industry to achieve what the future offers. Regardless of low expectations, accept reality and treat the year ahead as a stepping stone to the future.



MIKE JARRETT, EDITOR

Despite the circumstances we must plan for growth

Another year has slipped by and another January has found us speculating about whether winds of change over the next 12 months will power us out of the economic doldrums we have found ourselves in for the past three years and more.

Perhaps if the business and financial news reports coming out of Europe at the end of 2011 were more positive, we would have more cause for hope that the year ahead will be better than the one just ended.

Bigger ships

Regardless, life goes on, ships are still calling and we all have to deliver the services we are contracted or obligated to deliver. And the ships coming into the service are getting bigger. That hasn't changed.

Back in 2002 we were astounded by the new 8,000

teu capacity ships. Today, 10 years later, we are talking about 18,000 teu capacity ships to enter the trades in 2014 by the time the Panama Canal expansion is completed. So, ironically, despite

the depressed state of the global economy, we have to be actively planning and implementing projects for growth and expansion.

Human resource

This preparation is not just about the physical capacity and operational capabilities of our marine ports and systems. Much work and investment must also be committed to the preparation and upgrading of the human resource. The CSA is mindful of this and, in the year ahead, will be playing its part in developing and presenting training events for regional maritime personnel. These initiatives will be announced following the annual planning retreat of the CSA General Council, scheduled for Kingston during the third week in January.

The year ahead will also see the CSA returning to the North American mainland for a major conference. Monday,



from the city was read at the opening session of the CSA conference by the Miami-Dade County Commissioner, Jose Diaz, and handed over

hope all CSA members will be able to join us for what is expected to be a meaningful event.

Networks

In this day, and given the circumstances and the state of world business and finance, I would encourage all to strengthen and build business networks.

See you in Jacksonville.

Carlos Urriola
President, Caribbean Shipping Association

Life goes on, ships are still calling and we all have to deliver the services we are contracted to deliver

teu capacity ships. Today, 10 years later, we are talking about 18,000 teu capacity ships to enter the trades in 2014 by the time the Panama Canal expansion is completed. So, ironically, despite

19 May 2003 was officially 'Caribbean Shipping Association Day' in Miami, Florida, as declared by the Miami-Dade County Office of the Mayor and Board of County Commissioners. The proclamation

to the CSA president, Capt. Rawle Baddaloo. Nine years later, we return to the North American mainland for a conference, this time further north in Jacksonville. Jaxport will be our hosts and we

TSUNAMIS IN THE CARIBBEAN: THE FORGOTTEN DANGER

The Caribbean peoples are quite familiar with natural threats like hurricanes, tropical storms and earthquakes, which strike the region quite regularly. However, there is another threat that is less frequent, but its devastating effects can hit the Caribbean at any moment. This phenomenon is called 'tsunami', a Japanese word literally meaning 'harbour wave'.

Recently, in the Indian Ocean (2004), Chile (2010) and Japan (2011), the world has witnessed horrendous scenes of devastation and loss of life, especially in ports and harbours and in residential areas along sea coasts.

There has been a tendency in the Caribbean and Atlantic to believe that tsunamis are disasters that happen somewhere else and

for many years it was called 'the forgotten danger'. In the past 500 years, however, almost 100 tsunamis have struck Caribbean shores, 10 of these with a significant impact. In fact, over 3,500 people have lost their lives to these killer waves in the past 170 years.

Although the most recent tsunami deaths were caused by the Haiti earthquake in 2010, which claimed seven lives, the 1946 tsunami of the Dominican Republic was far more devastating, with almost 2,000 lives lost. Since that time, the Caribbean has seen an explosive growth in population and infrastructure development along its coasts. It is estimated that, on any given day, more than

50,000 people could be in harm's way, just along the beaches and not considering the expected inland flooding (Proenza and Maul, 2010). The ports and harbours, such a vital part of the Caribbean economy, are on the front line and therefore the governments and peoples of the region need to get ready for such an eventuality.

WHAT IS A TSUNAMI?

Contrary to popular belief, a tsunami consists of not one, but many waves. In the deep ocean, these waves move at a speed of over 800 kilometres per hour (500 miles per hour) and have a wave height of only about 30 centimetres (12 inches

By Christa von Hillebrandt-Andrade*

or less). In deep water, the distance between wave crests often exceeds 100 km (60 miles) or more and the time between these crests ranges from 10 minutes to an hour. In shallow water, however, they assume monstrous proportions.

When they reach the shallow waters of the coast, the frontal waves slow down, causing the water coming from behind to pile up into a wall of destruction. These waves now crest at 10 metres (30 ft) or higher. Where there is a bay, harbour or lagoon to funnel the wave into a confined space as it moves inland, these waves will become even larger. In



*Destruction from 11 March 2011
Tsunami in Shizugawa, Japan.*

Photo by Masahiro Yamamoto

terms of destructive power, a jet of water moving at around 8 km per hour (5 mph) has the force of a Category V hurricane force wind.

WHAT CAUSES A TSUNAMI?

More than 90 per cent of the tsunamis in the Caribbean have been generated by large (greater than magnitude 6.5), shallow (less than 100 km from the coastline) and near-shore earthquakes. The greater the vertical movement of the earth's crust along the fault line, the higher the probability of the earthquake generating a tsunami. In addition to the ground motion of the earthquake itself, large tremors can generate landslides on the ocean floor, which also create tsunamis.

Another source of tsunamis in the Caribbean is volcanic eruptions. Eruptions from Soufrière on Montserrat have generated tsunamis and there is also the tsunami threat associated with submarine volcanoes like Kick 'em Jenny and Kick 'em Jack, off the coast of Grenada. Waves caused by local earthquakes, submarine landslides and volcanic eruptions can reach shore within minutes.

There is also the threat of distant tsunamis, like that of 1755, generated by the great earthquake off Portugal. The resulting tsunami reached the shores of some of the islands of the eastern Caribbean within eight hours.

Offshore and coastal features can determine the size and impact of a tsunami. Reefs, bays, entrances to rivers, undersea features and the slope of the beach all help

to modify the tsunami as it approaches the coastline.

When the tsunami hits the coast, often as a wall of water, sea levels can rise by many metres. In extreme cases of very great earthquakes, the water level has risen to more than 15 metres (50 ft) for tsunamis of distant origin; and over 40 metres (130 ft) for tsunamis generated where the epicentre is closer.

The first wave may not be the largest in the series of waves. One coastal community may see no damaging wave activity, while in another nearby community destructive waves can be huge and violent.

Flooding often extends inland by one kilometre (more than half a mile) but, in extreme cases, has reached up to 10 km (six miles), covering large expanses of land with water and debris. Since scientists cannot predict when earthquakes will occur, they cannot determine exactly when a tsunami will be generated. But once an earthquake occurs, a modern tsunami warning centre can alert the public within minutes, as happened in Japan in 2011.

ALERTING COMMUNITIES

Tsunami Warning Centres are responsible for issuing guidance on tsunami threats. These centres continuously monitor earthquake activity, determine when there is a tsunami threat and issue the corresponding notifications. Once an earthquake with tsunami potential has occurred, warning centre scientists monitor incoming sea level data from coastal sensors and DART deep ocean sensor buoys so as to



Destruction from March 11, 2011 Tsunami in Shizugawa, Japan. -Photo by Masahiro Yamamoto.

determine whether a tsunami has occurred and update their forecasts accordingly.

An intergovernmental co-ordination group for the tsunami and other coastal hazards warning system for the Caribbean and adjacent

in Hawaii and Alaska have interim responsibility for issuing tsunami alerts for the region. While the centre in Alaska is responsible for Puerto Rico, the Virgin Islands, the US Gulf and the Eastern Coast of the USA and Canada,

CONTRARY TO POPULAR BELIEF, A TSUNAMI CONSISTS OF NOT ONE, BUT MANY WAVES

regions (CARIBE EWS) was established in 2005 by Unesco to co-ordinate the tsunami warning system in the region.

One of its main recommendations was the setting up of a Caribbean Tsunami Warning Centre. As a first step, the US National Oceanic and Atmospheric Administration's National Weather Service in 2010 established the Caribbean Tsunami Warning Programme, which is collocated with the Puerto Rico Seismic Network at the University of Puerto Rico in Mayagüez.

Nevertheless, until the Caribbean Tsunami Warning Centre is established, the National Weather Service Tsunami Warning Centres

the Pacific Tsunami Warning Centre covers the rest of the Caribbean and adjacent regions, including Bermuda.

Some countries in the Caribbean also operate local/regional centres, such as the Puerto Rico Seismic Network and the Nicaragua Institute for Territorial Studies, which also provide warnings.

Tsunami Warning Focal Points have been designated by most countries in the region. On receipt of a message from a tsunami warning centre, these TWFP are responsible for alerting the relevant authorities, stakeholders and general public. Tsunami National Contacts have also been

officially named in most countries to co-ordinate the local and national tsunami warning system. In support of the preparedness and education efforts, under the recommendations of CARIBE EWS, a Caribbean Tsunami Information Centre is being established in Barbados.

RUN FOR THE HILLS

It is important to understand that, in the event of a strong earthquake, a tsunami can arrive within minutes. Waiting for an official announcement could prove fatal. People in coastal areas should be made aware of this reality. As soon as the ground stops shaking, people along the coast should run for high ground or as far away from the shoreline as is possible.

HOW TO PREPARE FOR A TSUNAMI

1. Beforehand:

- Prepare an emergency plan and a safety backpack for home and work
- Identify the danger zones and safe areas
- Know the evacuation routes.

2. Pay attention to any of the following warning signals:

- Very strong earthquake (difficult to walk, there are falling objects, damage to structures)
- An earthquake that lasts a minute or more but is not necessarily strong
- Official message by sirens, commercial radio, television

- Sudden change (rise or fall) in sea level

- Loud noise coming from the sea.

3. In case of an earthquake, protect yourself: drop, cover and hold.

4. Once the ground has stopped shaking, or if a warning is issued, move away from hazard areas immediately.

- Run to higher ground and/or away from the coast
- Go to a third floor or higher of a multi-storey, reinforced concrete building.
- If time permits, vessels should navigate offshore to waters of 100 to 400 metres depth.

5. Stay in the safe area until authorities indicate the danger has passed. This may take many hours.

If you are in a ship or a boat, the following considerations need to also be taken:

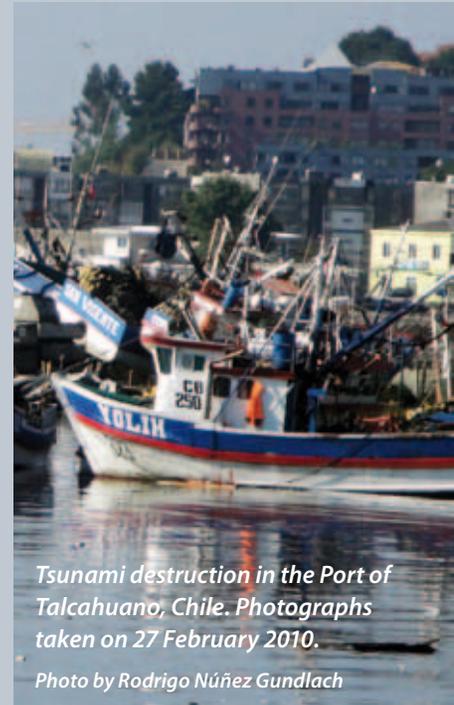
- Most large harbours and ports are under the control of a harbour authority and/or a vessel traffic system. These authorities direct operations during periods of increased readiness, including the forced movement of vessels if deemed necessary.
- Smaller ports may not be under the control of a harbour authority. If you are aware there is a tsunami warning, be sure you have enough time to motor your vessel safely to deep water. Owners of small boats may

find it safest to leave their boat at the pier and go quickly to higher ground, particularly in the event of a locally generated tsunami. Concurrent severe weather conditions (rough seas outside of the harbour) could present a greater hazardous situation to small boats, so physically moving yourself to higher ground may be the only option.

- Damaging wave activity and unpredictable currents can affect harbours for a period of time following the initial tsunami impact on the coast. Contact the harbour authority before returning to port.

Education is fundamental for the protection of life, property and livelihood. All people who live, work and visit coastal areas need to know:

- A tsunami consists of a series of waves with crests arriving every 10 to 60 minutes. Often, the first wave may not be the largest. The danger from a tsunami can last for several hours after the arrival of the first wave.
- Tsunamis can move faster than a person can run.
- Sometimes a tsunami initially causes the water near the shore to recede but sometimes the sea first rises.
- Large rocks weighing several tons, along with boats and other debris, can be moved inland hundreds of metres by tsunami wave activity, destroying houses and small buildings.
- Tsunamis can occur at any time, day or night.



*Tsunami destruction in the Port of Talcahuano, Chile. Photographs taken on 27 February 2010.
Photo by Rodrigo Núñez Gundlach*

- Tsunamis can travel up rivers and streams from the ocean.
- Tsunamis can easily wrap around islands and be just as dangerous on coasts not facing the source of the tsunami. 

**Christa von Hillebrandt-Andrade is manager of the US NOAA National Weather Service Caribbean Tsunami Warning Programme located in Mayagüez, Puerto Rico.*

*References:
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Intergovernmental Oceanographic Commission, 2008. Tsunami, The Great Waves, Revised Edition, Unesco, 16 pp, illus. IOC Brochure 2008-1 (English).

*For more information and to sign up to receive tsunami bulletins:
www.srh.noaa.gov/srh/ctwtp
tsunami.gov
itic.ioc-unesco.org*

Suriname and Martinique top CSA 'Port of the Year' awards

Marine terminals in Paramaribo, Suriname and Fort-de-France, Martinique, were announced winners of the Caribbean Shipping Association's Port of the Year awards.

The announcement was made at the CSA's annual gala banquet, the final event of the 41st Annual General Meeting Conference and Exhibition, held at the Hilton Hotel on October 12. Over 250 shipping industry leaders from across the Caribbean, Latin America and Europe attended the three-day conference, which was sponsored by the Shipping Association of Barbados and Barbados Port Inc.

Paramaribo, winning this event for the first time, took the Luddy Stewart trophy for 'Best Multi-purpose Terminal'.

Fort-de-France, also winning for the first time, was named 'Best Container Terminal'.

Four sectional awards were presented. Kingston Wharves Ltd (Jamaica) took two of those citations: 'Efficiency' and 'Growth and Development'. Fort-de-France was also cited for 'Dependability' while Bridgetown won the 'Safety and Security' award.

The awards followed an assessment of entries submitted by 10 regional marine

terminals and were based on terminal performance in calendar year 2010.

Why did Martinique win?

Three people in Fort-de-France were asked why they thought Martinique was successful.

Jean-Marc Ampigny, president of the Port Commission, representing the concessionaire, Chamber of Commerce and Industry of Martinique, believes that Fort-de-France's port owes its success to:

- Reliable equipment and fittings
- Rationalisation of the organisation and port cleanliness
- Relevance of the port's extension project
- Potential for expansion
- Safety and security provided to ships
- Implementation of international safety regulations
- Strategic geographical location in the West Indies.

Mr Ampigny said there had been obvious determination, on the part of political decision-makers and all stakeholders, to turn this marine facility into the transshipment port of the Lesser



John Defares (left), general manager of NV Havenbeheer, Suriname, receives the Luddy Stewart trophy from George Hutson, Barbados's Minister of International Business and International Transport.

Antilles and into a tool that would promote economic development.

Serge Caboste, dockworker and union representative, believes the port of Fort-de-France truly deserves this award. He felt it won because of the skill and knowledge demonstrated by Martinicans in all operational units and services. Mr. Caboste said that, despite the negative image dockworkers sometimes had to endure, everyone was part of and contributed to the port's work chain. This skill, knowledge and cooperation of port workers were ultimately a significant factor in Martinique's port winning this award, he said.

Common objective

Jean-Charles Cren, port operator as CMA-CGM shipping agent, agreed with all of the points made by Mr Ampigny. He said the relevance and importance of the port expansion project was now a common objective shared by everyone. In Mr. Cren's opinion, all the stakeholders must see the CSA's award as an incentive for the port to achieve its true potential. 



Representatives from the port at Fort-de-France: Eustache Victor, operations manager (left), Francette Rosamont (third left), member of the Chamber of Commerce of Martinique and the port committee, and Geneviève Pilon, marketing manager, with CSA president Carlos Urriola (second left) after he presented them with the trophy for 'Best Container Terminal'.

National shipping associations

The watch standers of the maritime industry

One of the most important duties on board a merchant ship is that of the watch standing officer or seaman. He is the eyes and ears of the ship, looking for incoming traffic, emergencies, distress signals, foul weather, pilotage, shoals and lights. Without the watch stander, there is a real risk of the vessel losing its valuable cargo, not to mention the lives of its crew, to the dangers encountered at sea.

The watch stander is therefore depended on to be sharp, alert and aware in order to immediately notify the captain of danger, so that corrective or evasive action or course change can be taken.

They must watch for dangers and risks which might threaten the industry, such as new regulations, crippling legislation and hostile trade union activity

National shipping associations have a similar responsibility to the watch stander. They must watch for dangers and risks which might threaten the industry, such as new regulations, crippling legislation and hostile trade union activity which could threaten production and productivity. They must be aware of the activities of all relevant bodies and organisations,

including port authorities and government agencies, and must keep abreast of changes in technology, security and safety and all areas of interest to their members. The national association must have the resources and capability to stay on top of everything that affects, or could affect, their membership.

This might sound easy, since we are living in the so-called information age, with the internet and digital media at our command. But easy it certainly is not. It is not always easy to find the specific information a situation demands. And it is certainly not an easy task to stay on top of new government regulations, public sector agencies' directives

and internal changes so as to get an early understanding of how they will affect, or are already affecting, the industry.

Becoming a good watch stander does not happen overnight; it comes with years of experience and long, lonely hours on the bridge. The same thing happens when a national shipping

By Hernan F. Ayala Rubio

association is formed. It takes a long time for the board of directors or managing committee to 'run the vessel', 'plan the passage' and 'make the course changes' necessary.

Four strategies

There are four strategies that I could recommend to national shipping associations which can ensure that they become effective watch standers in their respective territories. They are:

Involvement: All members must become watch standers. Managing committee members cannot do everything; see everything; hear everything.

Recognition: National associations must declare their roles as watch standers and must leave no doubt about that, especially with the local news media. Indeed, they should engage the media in playing a similar role, since this is what a free press is also about.



They (the shipping association and the news media) are, in a manner of speaking, both watch standers and should therefore stand together.

Outsourcing: Use the resources and skills in professional companies and organisations. Acquiring services such as Public Relations, Research and Statistics, legal or engineering to support (or themselves act as) watch standers is recommended.

Partnerships: Share watch-standing duties and responsibilities with other trade associations and, yes, government agencies. There are many areas in which close collaboration can produce mutual benefits.

Recognised

To be recognised as watch standers of the maritime industry should be the goal of all national shipping associations. They should strive to make themselves into a national resource; a place where all affected parties can find help, directions and solutions. No aspect of national life and governance that affects the maritime industry should be left unattended. And every time a new issue that affects the maritime industry, directly or

indirectly, is spotted, national shipping associations must react with the properly conceived strategies and plans for action.

In today's fast-paced world in which we operate businesses, the involvement of each member of the national association is extremely important. We must all be on the lookout at all times, ready and able to warn or inform of any situation that might be pertinent to the association or the industry. It is the same responsibility as any crewman or officer on the ship. We might not be on watch all the time, but we certainly have a clear and critical responsibility to the crew and officers to bring any safety or security issue to immediate attention.

Attention

No issue is unimportant. It must be brought to the attention of the board of directors, managing committee or to the committee assigned portfolio responsibility. In this regard, ongoing and timely communication flows, to and from all the affected members, is crucial in order to strategically plan effective responses.

The national shipping association

must come front and centre in getting recognition as the industry leader. It is imperative that the government, state agencies, trade and business associations, academia and the news media all recognise the national association as the primary caretaker for the local maritime industry. This requires the full effort of the committee of management and all the members. In this regard, the members of national associations must individually endorse their shipping association as their sole representative, above all other organisations and entities. If the shipping association and its directors do not have the support of all its members, the level of national recognition desired can hardly be achieved.

Once the trust of the members is gained, then the board must make it its goal to establish fraternal links and collaborative relationships with the most important trade associations, including the local chamber of commerce or the association of manufacturers. This will undoubtedly give the national shipping association respect and strength within the business community.



National shipping associations must participate in all meetings requested by the government authorities. To be missing or to leave the maritime sector unrepresented is not a good thing. If nothing else, non-attendance betrays the interests of the membership, leaving them exposed to the very risks and dangers that the association was established to protect them against. On the other hand, the association, if duly represented and active at such meetings, will be included in future dialogue on other relevant issues and topics.

News media

It is important that the managing committee or board of directors of national associations seizes the opportunity to meet with the news media and respond readily to their queries. Once the lines of communication are opened with the media, they must remain open so that a close relationship can be cultivated. Respond to calls from the media at all times, even if there is nothing new to add to the subject at hand. This will keep lines of communication open and

build bridges for future co-operation.

No national association can sail through these tough times alone. We all need assistance in the same way that ships need assistance through tough sailing and harbour conditions. Assistance can be acquired by hiring professional

Once lines of communication with the media are opened, they must stay open so that a close relationship can be cultivated

consultants who can source information that affects the association and its members. Such professional services generally do not come cheap. However, an association is able to combine purchasing power and negotiate a contract for the association for the benefit of the members. Take advantage of the economies of scale. Share the costs among all members. They will all share in the benefits. In this regard, providing fraternal and collaborative relationships are formed with other associations, costs can be shared across many interest groups.

Partnerships

Last but not less important, establish partnerships with the local government agencies. It is not only necessary but also

a priority that partnerships are established with the regulating agencies with direct jurisdiction with the maritime industry. An effective partnership is a two-way street. It is often the result of useful communication and trust between the national shipping association and the particular government

agency. Once recognised by the agency, the association's board of directors or the appointed committee, working directly with the agency, can rely on each other for support. All unforeseen problems and situations can then be resolved at a higher level of co-operation and understanding between both partners. The governmental agency can then focus on improving their service to the trade.

It takes time and sacrifice to become the industry watch stander, but the rewards to the national shipping association and its membership are exponential. The newly achieved stature and national recognition by other organisations and government agencies will help to make the national association stronger, united, better prepared and far more capable of dealing with the uncertainties of the future. 

** Hernan F. Ayala Rubio, president of the Puerto Rico Shipping Association. A lawyer by training, he is vice president of operations, San Juan Area of Luis A. Ayala Colon Sucrs., Inc.*





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Shipping Association of Jamaica

HELPING TO MAKE KINGSTON A WORLD-STANDARD FACILITY

In the year ahead, the Shipping Association of Jamaica (SAJ) will be advancing training initiatives in its continuing effort to ensure that worker productivity at the Port of Kingston is up to world standards.

During 2011 the SAJ earned the status of Accredited Training Organisation (ATO), a designation of Jamaica's National Council on Technical and Vocational Education and Training (NCTVET).

With its new ATO status, the Shipping Association can now do testing as well

ing and plans are in place to continue training in 2012 as the SAJ aims to cater to the changing needs of the terminals.

"The new ATO status is an indication of the SAJ's commitment to continue to provide a skilled workforce that is befitting of our world-class port," said Roger Hinds, president of the SAJ.

RELEVANCE

ATO will further validate the role and relevance of the SAJ in developing the Port of Kingston as a world-standard facility,

'THE SAJ IS WELL DISPOSED TO USE THE SKILLS IT HAS AMASSED TO ASSIST THE TERMINALS WITH THE MANAGEMENT OF THE PEOPLE'

as provide certification for the country's port workers, in addition to the delivery of training under the NCTVET Level 1 Stevedore Training Programme.

Already, two batches of stevedores, totalling 90, have completed their train-

ing in keeping with the mandate outlined by Mr. Hinds at the start of his administration as President in 2009. Mr. Hinds said the industry could continue to look to the SAJ for creative initiatives that will advance the business of shipping in Jamaica.



Roger Hinds, president of the SAJ

Pointing to the success in performing its core function, the SAJ president said that over the past three years the Association had moved from supplying just under 200 workers to the shipping industry to a total of over 550.

"Not only has the size of the human resource base been expanded, but the range and scope of its competencies have been enhanced," he said. "Skilled and qualified workers are supplied to both Kingston Container Terminal and Kingston Wharves Ltd."

He said the availability of highly trained, skilled and motivated workers was critical to the vision of the terminals, and the SAJ would continue its dialogue with both terminals so as to ensure that both were able to meet their performance objectives.

DELIGHTED

The SAJ president was delighted that the quality of the persons recruited and trained by the Association had been receiving positive recognition across the industry. This, he said, was a reflection of the SAJ's simple philosophy that the



Kingston Container Terminal

people who operate terminals should be able to concentrate their efforts on the intricacies of loading and unloading ships, while the SAJ takes care of the welfare and training issues.

“The SAJ is very well disposed to use the skills it has amassed to assist the terminals with the management of people,” he said.

In keeping with this philosophy, the SAJ will seek to capitalise on the announcement by the Port Authority of Jamaica (PAJ) and the KCT regarding the signing of a Memorandum of Understanding with CMA-CGM, the world’s third-largest shipping line. This collaboration is expected to expand the transshipment activities of CMA-CGM at the Port of Kingston. Already, the SAJ has begun exploratory discussions so as to ensure that, once a contract is signed, the Association will be ready to play its part in support of the venture.



“I am confident that, with the successes that we have achieved and with the results we have facilitated at KWL and KCT, this expansion will create greater opportunities for the SAJ to serve the port,” said Mr. Hinds.

The SAJ is pleased to assist the terminal operators with the back office issues such as negotiation, welfare, training,

discipline and matters relating to the motivation and readiness of workers, said the SAJ president.

“We see the SAJ as a vehicle of support for the operations of the terminals and we will continue to deepen our competence in this area. This will inspire justifiable and enduring confidence in those who rely on us.” 




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Shipping Association of Trinidad and Tobago

Advocating change and reform for efficiency

The Shipping Association of Trinidad and Tobago (SATT) intends to continue its work in assisting and stimulating reform and improved efficiency of the country's maritime sector. It is expecting to make a significant contribution in the development of the actual Maritime Policy for Trinidad and Tobago, slated to be completed in the year ahead.

A statement from the southern Caribbean republic

will kick off 2012 with a trade forum where government regulators and private sector business leaders spanning the entire supply chain will gather to discuss the challenges facing the country in terms of competitive and effective trading. Customs administration is anticipated to feature heavily at this forum."

To assist in its Customs reform advocacy, the SATT is planning an overseas trip during the year. The Association plans to lead a delegation to what it described as

building of one of the most competitive maritime communities in the world."

The lessons learned, the Association noted, will be used to promote and further its reform agenda.

POLICY

Having been commissioned by the Ministry of Trade & Industry to develop a maritime policy framework, the Association is looking forward to playing a key role in the development of the actual Maritime Policy for Trinidad and Tobago. This is slated to occur in the second quarter of 2012. The SATT is exploring opportunities for technical assistance from an international agency to support this initiative.

Training and development will continue to be a major area of focus. In collaboration with Lloyd's Maritime Academy, the Association expects to launch an internet-based certificate programme, Fundamentals in Maritime Trade & Transport. SATT members and others will be able to participate in this programme.

According to the statement: "We are also exploring a number of other

training opportunities for our members, at discounted rates. As challenging as the economic times may be, the SATT believes that businesses must continue to find innovative ways to positively impact the environment in which it operates. The SATT said it would do its part to heed its own call and, in addition to the initiatives elucidated above, would be engaging in:

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

'THE ASSOCIATION WILL KICK OFF 2012 WITH A TRADE FORUM...'

stated: "Our advocacy with respect to regulatory and institutional reform will be ramped up. In collaboration with the Ministry of Trade and Industry, the Association

"a leading maritime nation" to "comprehensively study how they revolutionised their Customs administration and partnered with the private sector to support the



Rhett Chee Ping,
President, SATT



Joanne Edwards-Alleyne,
General Manager SATT

Shipping Association of Barbados

TRAINING AND EDUCATION – THE FOCUS FOR 2012

The year ahead will be a busy one for the Shipping Association of Barbados (SAB) with further initiatives to upgrade and protect the maritime workforce.

L. Marc Sampson, president of the SAB, plans to identify and examine educational seminars, workshops and awareness programmes on Occupational Safety and Health (OSH) within the workforce.

“As we seek to use technological solutions more, we must be aware that safety and health are paramount in the work environment,” he said recently. “Therefore we must ensure that all employees are aware of the need and correct practices of safety and health in the workplace. Our work practices must be seen as accident proof and we must employ systems that contribute significantly to the OSH rules and regulations.”

CONTINUOUS TRAINING

In this regard, Mr. Sampson made a commitment to continuous training and the production of OSH programmes. These,

DURING THE PAST YEAR, THE SAB HAS FOCUSED PRIMARILY ON PROGRAMMES TO IMPROVE AND ENHANCE THE BUSINESS OF SHIPPING AND STEVEDORING

among other things, would occupy the SAB’s radar screen in 2012, he said.

The president’s commitment came at the end of a rather hectic year for the SAB. In 2011 the Association hosted some 250 representatives of the maritime industry of the Caribbean and Latin America



when the Caribbean Shipping Association held its 41st Annual General Meeting near Bridgetown. There were shipping industry personnel from all four language groups across the Caribbean and Latin America, North America and Europe. It was a year in which the SAB celebrated its 30th anniversary and Barbados Port Inc. (BPI)

marked an even more significant milestone, its 50th year of service.

During the past year, the SAB has focused primarily on programmes to improve and enhance the business of shipping and stevedoring.

“We recognise the constant need to

upgrade and retrain our employees,” said Mr. Sampson. “The Caribbean Maritime Institute was employed to conduct master stevedoring and shipping documentation training programmes for SAB members’ employees. We are of the opinion that knowledge and service in and of the industry will be critical to us going forward.”

ENCOURAGEMENT

The SAB encouraged the ship agents and stevedoring companies as well as the BPI to ensure that their employees were part of the training programmes.

“From all reports, the training received was of great assistance and provided much-needed knowledge to the participants,” said Mr. Sampson. “We have realised that employees’ training must be continuous; therefore, this commitment and investment to and in our human resource will remain as a part of our Strategic Plan for 2012.” 

SADR WORKING TO TRANSFORM SHIPPING IN DOMINICAN REPUBLIC

Members of the Shipping Association of the Dominican Republic (SADR) hold a positive view of the future after having invested over US\$700 million in the past 10 years in a number of ports, including Multimodal Caucedo, Rio Haina, Sansouciport, La Romana, Cabo Rojo, C

These investments have helped to create a high quality port system and have been mainly responsible for the Dominican Republic's growth of seven positions in the 2011 World Economic Forum report, which rates growth in port infrastructure.

In recent years, the nation's maritime sector has concentrated on making the Dominican Republic an example of

efficiency. A lot of effort has been put into creating unity between the public and private sectors. Various inter-agency pacts and co-operation agreements have been signed between the country's public and private institutions in recent times.

COOPERATION AGREEMENTS

On 12 April 2011 the SADR signed a cooperation agreement with the National Competitiveness Council. They agreed to work together to improve port performance and trade facilitation. Because of this agreement, the SADR is completing the implementation of a quality management system in order to gain international certification (ISO 9001:2008). This

agreement will see both sides working together in activities and programmes to stimulate and motivate private sector action to reduce the impact of the maritime sector on the country's environment. The aim is to create 'socially responsible' port management.

Recently, the SADR also entered into a co-operation agreement with the Ministry of Environment. Signed by the Minister himself, Ernesto Reyna, the agreement includes several protocols of understanding for the recognition of letters of guarantee issued by the P&I Clubs; inspection of ships involved in situations where there has been an environmental impact; reciprocal training

IN RECENT YEARS, THE NATION'S MARITIME SECTOR HAS CONCENTRATED ON MAKING THE DOMINICAN REPUBLIC AN EXAMPLE OF EFFICIENCY



Teddy Heinsen, president of the Shipping Association of the Dominican Republic, exclaims: "We reinvent ourselves or fall behind."

will not only set an example for other entities in the maritime sector to emulate; it is hoped and expected that it will start a national trend in both the public and private sectors.

Within the framework of this co-operation agreement are specific actions and objectives covering a range of issues, from training to a review of regulations related to the nation's maritime and port sectors.

ENVIRONMENT

In an effort to protect the environment, the SADR signed an agreement with the National Business Network Support of the Environment (RENAEPA). This

on environmental and ports issues; the commitment of companies and ports to meet environmental standards; and the introduction of nautical charts showing protected areas, so that ships may avoid vulnerable reefs and other reserves.

This agreement was witnessed by the American Chamber of Commerce of the Dominican Republic (AMCHAMDR) and RENAEP. A.

NAUTICAL CHARTS

On 26 November 2008 the SADR, the Dominican Port Authority, the Military Cartographic Institute, the Ministry of the Armed Forces and the company Dragados of the Caribbean signed an agree-

ment to work together to update nautical charts. A revision to this document, made last year, allowed the Navy, the Ministry of Environment and Natural Resources to begin the validation of bathymetry for the updating of charts. Information on protected areas, supplied by environmental authorities, has been gathered and nautical charts are to be revised for the first time in over 30 years.

CAPACITY BUILDING

As part of its policy to support modernisation and efficiency development programmes in the maritime sector, the SADR has proposed to the National School of Magistracy a co-operation agreement on capacity building. The aim is to develop bipartisan training (in policy issues) with professionals of the highest level in international trade. This agreement may be signed early in 2012.

VALENCIAPORT FOUNDATION (SPAIN), PRESIDENTIAL COMMISSION FOR MODERNISATION AND PORT SECURITY (PCMPS)

These national and international institutions have agreed to the signing of an inter-agency agreement that will allow the effective review of the law regulating

Cruise ship docked at the river Ozama in Santo Domingo, Dominican Republic



the Dominican Republic's ports activities (Law 70) and ensure that it can be sustained over time, regardless of changes of government and state officials. The agreement also calls for a comprehensive management training programme.

PANAMA CANAL EXPANSION

Aware of the impact to regional shipping of an expanded Panama Canal

in 2014, with ships of over 12,000 teu capacity entering the region, the Dominican Republic has taken steps to become the hub of the Caribbean, with Multimodal Caucedo and Rio Haina (for feeder services) being central to this initiative. At the same time, the country is monitoring the growth of cruise services at the ports of Sansouciport, La Romana and Samana. 



LEFT TO RIGHT: Gustavo Tavares (SADR representative at Apordom Council), Julio V. Brache (president of AMCHAMDR), Ernesto Reyna (Environment Minister), Teddy Heinsen (president of SADR), Roberto Herrera (president of RENAEP) and Anibal Piña (executive vice-president of SADR).

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ST. VINCENT UPGRADING SYSTEMS IN 2012

The St. Vincent and the Grenadines Port Authority (SVGPA) will be upgrading port systems in the year ahead.

According to the port authority, it will be commissioning three new software systems in 2012: a new port management system called Unitrack; a new accounting system, Accpack; and Free Alongside Ship (FAS).

The Unitrack and Accpack systems will upgrade the port authority's information technology base while the FAS system will create a new method of billing as compared with the current Liner system which has been in use for some time.

The SVGPA is responsible for the operation and administration of the Port of Kingstown, the nearby Campden Park Container Port (CPCP) and the Kingstown Cruise and Ferry Terminals.

PORT DEVELOPMENTS

Last year the SVGPA continued its programme of development of existing

structures. Restoration of the main pier access trestle at the Port of Kingstown was completed in August 2011 by the construction firm Capital Signal at a cost of EC\$500,000.

Kingstown's deepwater pier is 274 metres (900 ft) in length with a depth alongside of 9.75 metres. This pier is used mainly for handling of bananas, fresh produce, imported motor vehicles, lumber and cement. On approach, open

Port Elizabeth Harbour



THE UNITRACK AND ACCPACK SYSTEMS WILL UPGRADE THE PORT AUTHORITY'S IT BASE ... THE FAS SYSTEM WILL CREATE A NEW METHOD OF BILLING...

roadstead leading to the harbour at Kingstown is 2.25 miles wide. Anchorage may be taken south of the quay in Kingstown Harbour.

CAMPDEN PARK CONTAINER PARK (CPCP)

The terminal at Campden Park has a 100 metre long quay with 12.0 metres depth alongside. This facility can accommodate vessels of up to 12,000 dwt.

With two approach bridges measuring 50 metres by 60 metres, there is free circulation of traffic between the quay and the stacking area. On approach, open roadstead leading to Campden Park Bay is about 0.75 miles wide.

Campden Park last year received one of the largest container vessels to visit St. Vin-

cent. On 19 October the 'Stadt Gera' docked at the Campden Park Container Port, discharging 15 containers and loading 30.

KINGSTOWN CRUISE TERMINAL

Kingstown Cruise Terminal is an asset to the national economy. Cruise ships berth on either side of a piled concrete jetty, 162 metres long and 20 metres wide, beyond which there are two mooring dolphins and a breasting dolphin. The larger of the two berths, the North Berth, is designed for vessels up to 100,000 grt and 260 metres in length so that, in practice, the Kingstown Cruise Terminal can accommodate some of the largest of cruise ships. According to the Port Authority, the North Berth has a depth alongside from 28.0 metres to a dredged 11.35 metres while the South Berth, suitable for vessels of up to 45,000 grt and 100 metres in length, has a depth from 28.0 metres to a dredged 7.1 metres. 

MIT pioneers remote ship-to-shore crane operation

... with invaluable assistance from crane operators

Manzanillo International Terminal moves into 'the year ahead' by taking regional shipping one step higher. Having been the site for the successful testing of the 'fixed cabin' concept for ship-to-shore gantry cranes, the terminal has moved to perfecting its latest technological advance, remote gantry crane operations.

Simply put, the crane operator no longer sits in a cabin high up on the crane overlooking the ship. With its remote gantry operations system, the crane operator works the ship from an electronics console in an office on the



The movable cabin created an uncomfortable work environment which worked against productivity and posed health risks and stress.

site and does not need to be in view of the crane itself.

Tests on the new system have so far brought spectacular results. MIT reports one of the crane operators as saying he was sure that, in the future, quay cranes would be operated from remote control stations.

The journey to this point began more than seven years ago when ABB proposed a 'fixed cabin' concept to MIT. The idea was to get rid of the moving cabin atop the gantry and instead to have the operator's cabin fixed to a leg of the crane. This, it was surmised, would create a better working environment for the operator, who would now work in an upright position instead of constantly slouched forward in order to view the work between his legs. MIT agreed to the proposals and signed with ABB in 2005.

With the new system, the crane operator works the ship from an electronics console in an office

The crane with the fixed cabin was delivered in 2006 and the commissioning began. Over the next two years MIT and ABB worked to perfect that system. After feedback, analyses and tweaking, the new fixed cabin crane became a hit with the crane operators. The reasons were obvious. Quite apart from the



The fixed cabin created a more comfortable work environment, with crane operators able to perform in a more natural, upright position.

physical discomfort and risk of spinal injury over time, the forces created by the acceleration and deceleration of a moving cabin high above the ground, and the jerkiness of the motion at that height, caused substantial levels of stress and fatigue. By moving the operator

off the crane, not only were the risks of work-related injuries greatly reduced, but the efficiency of the crane operator improved.

In 2008, under ideal circumstances – that is, a mother vessel, in daylight hours – the fixed cabin crane produced more than 40 moves per hour and was able

to keep pace with adjacent traditional cranes operating against the same vessel.

Once the fixed cabin concept had been successfully integrated into MIT's operations, it was a natural progression to move the operator off the crane altogether. Once again, MIT and ABB went into discussions and the mutual trust shared by the two companies bore fruit. MIT became the testing ground for the new concept of remote control gantries.

Development challenges

According to MIT, multiple winner of the CSA's Caribbean Port of the Year Award, the strategy was to work as far as possible with proven technology to guarantee a successful implementation. "However, working at the forefront of technology is always a challenge, and we have worked together with sub-suppliers to find the right equipment," said MIT. "Our demands on image quality and transmission have been extremely high."

The responses from the crane operators continue to be positive. In fact, the move from the fixed cabin to the remote control station has been very smooth, MIT reports. One of the first comments from the operators was that there was no real difference in operation. This response must have been music to the ears of the developers of the technology.

In 2010 the remote desk went into operation and testing and tweaking continued through 2011.

Benefits for operator

The benefits of the new system have been tremendous. The traditional operating position for crane operators is sitting, bent forward, looking down. As mentioned earlier, this position is not only tiring but has the potential to cause long-term back injury to spinal soft tissue. By having the operator upright in a fairly neutral position, the new system removes a significant occupational health risk.

Another positive effect, MIT notes, is that the operator can sit together with his colleagues, improving the social situation and, very importantly, maintain direct communication with operations.

Short breaks are easier to accommodate without having to disturb workflow and operations, since the crane can readily be operated from another remote console.

Moving the operator off the crane opens up other new possibilities. According to MIT, "...the drive tuning can be more aggressive since there is no need to show consideration for the operator."

Automatic cranes mean more predictive operating cycles, less dependence on operator's driving skills and more possibilities to add operator's aids so as to further reduce cycle times.

"With automation comes control of both the crane and the surrounding people, meaning a safer environment also for the rest of the people involved in the operation (controlled lashing platforms or similar, checkers' cabins, and so forth). The more you separate the people from the moving load or crane, the more you can control and protect the personnel," MIT stated.

Any terminal with both automatic stacking cranes and automatic quay cranes can use the same remote control stations. A common pool of operators can handle all cranes in the terminal,

thus enabling better planning and utilization of staff.

Differences – normal and remote operation

Operating from the remote control station is quite different. The main parts of the cycle are fully automated, with the operator supervising the operation. This means that he or she can focus on the set down and pick up parts of the cycle.

With the use of visual monitors, depth perception is reduced, which is why automation of some aspects of the cycle is critical. However, the cameras give some perspectives which the crane operator would not normally see from the old operator's cabin. These new visual perspectives assist during the fine positioning of the spreader and the landings, MIT reported. 

**MIT emphasized the importance of the support it got from supervisory staff and crane operators. The crane operator in these photographs is Heriberto Quiñones, part of the team that worked on the remote control station project from the beginning. Heriberto has been working at MIT, in the Cranes Department, since April 16, 2000.*



The remote control system creates a totally new situation in which the operator is physically removed from the crane and placed in an environment where he operates in closer contact with the rest of the operations staff. This makes faster, more aggressive crane operations possible and facilitates a reduction in work flow interruptions.





SHIPPING INSIGHT: THE CSA BUSINESS EXPOSITION

'Shipping Insight' is the annual business exposition of the Caribbean Shipping Association, presented in October as an integral part of the Association's Annual General Meeting. These images, captured by the Editor, Mike Jarrett, at the most recent 'Insight' held in Barbados in October 2011, brings readers up close to those doing business in regional shipping. In some shots the intensity of the discussion can almost be felt, as companies taking part market their hardware and software, goods and services to the maritime sector of the Caribbean and Latin America.

- Mike Jarrett photos

BIGGER AND BETTER PORT FACILITIES AT FORT-DE-FRANCE

The year ahead will be historically significant for the French territory of Martinique as the port of Fort-de-France undergoes what has been described as a major statutory shift.

In a change of legal status, Fort-de-France will be regarded as a 'great maritime port', like ports in metropolitan France, and will become a public state institution with

ence in managing the facility, will be incorporated into the new structure.

Other historically significant events that will affect container transshipment and the cruise industry are due to take place in Martinique in the year ahead.

TRANSSHIPMENT

Initiatives to expand the territory's transshipment business

an expansion of the facility on the north side of the main dock, where a 190 linear metre extension will result in the port gaining an additional nine hectares of space. There are plans to acquire a fourth gantry crane.

Work will begin in 2012 and will be completed in 2015. With this major expansion of the port, Martinique will be able to position itself



THREE HECTARES OF LAND WILL BE RECLAIMED TO FACILITATE THIS DEVELOPMENT, WHICH WILL ALLOW THE PORT TO ADD ABOUT 1,000 SLOTS

a Monitoring Board.

The new Monitoring Board will comprise 17 members, a President of the Executive Board, and a Development Board. Martinique's Chamber of Commerce and Industry, which has 60 years of experi-

will be advanced in 2012. In addition to docking facilities and container yard space, the need for a special service road and a port connection road will be addressed.

The terminal is to be expanded on the east side. Three hectares of land will be reclaimed to facilitate this development, which will allow the port to add about 1,000 slots. This expansion will be matched with an extension of the adjoining dock from 180 to 310 metres. This project includes the acquisition of a mobile crane.

A second project will see

as a sub-regional hub for transshipment when the expanded Panama Canal comes into operation in 2014.

CRUISE INDUSTRY

Two major construction works to benefit the cruise sector are scheduled to begin in 2012. Martinique plans to increase capacity at the Pointe Simon cruise terminal for transit ships. The Tourelles warehouse will be restored and fitted out as a cruise terminal.

The work at Pointe Simon has been scheduled to fit in with the cruise industry's

peak season (October 2011 to April 2012). During this time, only preparation and supply activities will be conducted.

A 70 metre by 12 metre structure for disembarking passengers will be built parallel to the wharf. This will give direct access to the Joint Development Zone (ZAC) via a newly built road, commissioned by the city of Fort-de-France.

By the end of 2015 the port of Fort-de-France will be a totally different facility – bigger and better. 



MANUFACTURE OF LOCK GATES GETS UNDER WAY

Italian yard will deliver 16 units in 2012

The year ahead will see the lock gates delivered to Panama as the canal expansion work continues apace for completion in 2014.

The fabrication of the first of 16 massive rolling gates for the Third Set of Locks began in October 2011 in the yards of Cimolai S.p.A. in Pordenone, Italy.

Weighing 3,285 tons, the first intermediate gate to be fabricated will measure 30.2 metres high by 57.6 metres long by 10 metres thick.

COMPLIANCE

The gates are made from welded structural steel with a minimum yield stress of 36,000 pounds per square inch. They will be located between the lock's middle and upper chambers on the Atlantic side.

The Third Set of Locks Design Management Team will be present during the gate fabrication process to ensure compliance with design specifications.

The design of all the gates, scheduled for completion at the end of 2011, was done by Iv-Infra, a division of the Netherlands-based company Iv-Groep.

Gatun Lake



... TO BE LOCATED BETWEEN THE LOCK'S MIDDLE AND UPPER CHAMBERS ON THE ATLANTIC SIDE

The 16 gates will be delivered at a special dock on the Atlantic side during the last trimester of 2012. A vessel will be designed for this specific purpose. The eight Pacific gates will travel by barge through the canal.

This activity is part of the contract for the design and construction of the Third Set of Locks awarded by the Panama

Canal Authority (ACP) to Grupo Unidos por el Canal, S.A. on July 15, 2009 for a total of \$3,221,631,384.

COMPLETION

The ACP issued the order to proceed with this contract on August 25, 2009. From that date, the contractor had 1,883 days to complete the works. 





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BARBADOS PRIME MINISTER SEES VITAL ROLE FOR CSA

CARIBBEAN SHIPPING ASSOCIATION WINS PRAISE FOR HELPING TO IMPROVE QUALITY OF PORT FACILITIES

On October 10, the Prime Minister of Barbados, the Hon. Freundel J. Stuart, QC, MP, addressed some 250 members of the Caribbean Shipping Association at the 41st Annual General Meeting, Conference and Exhibition. As keynote speaker at the opening ceremony, Mr. Stuart spoke about the role and contribution of the CSA in Caribbean development. The following is an excerpt.

I must salute you for the remarkable progress you have made in the first 41 years of your existence. The need for a regional shipping association became apparent during the dynamic 1960s when the 'winds of change' were transforming the political, social, and economic landscapes of the world.

Newly independent as well as established nations were committing more and more resources to developing their industries, their ports and their capacity to handle increasing volumes of modern manufactured, consumer and other goods. And, as usual, those who fear change and those who try to deny others the benefits of progress were waiting in the wings to defend their own interests.

Your timely, knowledgeable and rational intervention throughout the Caribbean saved the day and enabled the countries of the region to keep abreast of changes in the modern world.

Whether countries produced raw materials, finished goods or services, they needed modern facilities to export and/or to import those goods and appliances that were essential for national development and a higher standard of living. And the most cost-efficient method of transporting such goods over long distances has been, and remains, by sea. It is therefore not surprising that 90 per cent of world trade is carried by the international shipping industry.

In just over four decades you have become the eyes, ears and mouthpiece

of the region's shipping industry. You have become a well respected forum for discussion, for education, for training and for negotiation among your varied membership, drawn from both the public and private sectors. And, in the true spirit of the emerging Caribbean civilization, you are helping to unite and transcend the four language divisions of the region.

YOUR BUSINESS IS OUR BUSINESS

I am sure that I speak for all my counterparts in the jurisdictions from which your diverse membership is drawn when I say that your business is our business. Whether your members are national shipping associations, port authorities, terminal operators, shipping agents, shipping lines, tug and salvage companies, consultants, freight forwarders or leasing companies, we all agree that, by and large, what is good for the Caribbean Shipping Association is good for us. We all need an efficient, viable Caribbean shipping industry that can hold its own in a highly competitive global economy that is driven by maritime transport. Since international shipping is the lifeblood of development in the global economy, we dare not neglect our responsibility as major stakeholders. We now live in a world dominated by the regulations of the World Trade Organization, and so we have to compete successfully or perish.

Frankly, we in the region have to make a paradigm shift and accept that world carriers have replaced British and other metropolitan shipping magnates and that cargo ships, cruise vessels and luxury yachts can now choose their clients, their



Hon. Freundel J. Stuart, QC, MP

workforce, their supplies and their other requirements from any part of the world.

In this new dispensation, my government shares with you several objectives that include:

- (1)** The establishment of efficient shipping facilities and systems to continue the development of the maritime subsector.
- (2)** Making a contribution towards the national and global mission of a safe and pollution-free marine environment.
- (3)** Ensuring that the Caribbean region does not become a haven for sub-standard ships.
- (4)** Continuing the operation of an 'international' ships register, while ensuring that Barbadian ships maintain the highest standards of safety and environmental protection.
- (5)** Maintaining safety standards and safe practices to ensure the safety of life and property at sea for all Barbadian vessels and seamen worldwide as well as all vessels, seamen and passengers using Barbadian waters.
- (6)** Establishing Barbados as a leading port of call and home port for cruise business in the Caribbean.

In pursuit of these objectives, we have put in place the relevant legislation including the Shipping Act (1994), which was amended in 1997 and is constantly being revised to accord with modern international maritime law and maritime agreements.

We have done our best to ensure that the facilities are put in place to help the Caribbean Shipping Association achieve its primary objective of developing a well organised and competitive Caribbean shipping industry. We have consistently done this by giving support to the Shipping Association of Barbados and acting on the collective agreements reached at meetings of the Caribbean Shipping Association.

We are mindful that the development

of the Caribbean shipping industry depends crucially on the collaboration of all the stakeholders; their commitment to sharing experience and relevant knowledge; and their willingness to carry out their responsibilities.

That interplay of factors is best exemplified in the relationship between the Barbados Port Inc, the Barbados Shipping Association and the Caribbean Shipping Association.

I therefore commend the Caribbean Shipping Association for helping us to constantly improve the quality of our port facilities and to raise standards by, among other things, freely sharing information, providing formal training and recognising excellence by making annual awards.

As you know, the Barbados Port has been subject to ongoing improvements since its completion in 1961. These changes were accelerated at the turn of the century and continue to this day, with very satisfactory results. For example, in 2002 the port underwent significant physical improvements that involved dredging to accommodate modern super-liners and reclaiming land for expansion.

Then, in 2003, its identity was changed from that of a statutory body to an autonomous corporation. It also shifted its focus from handling sugar to processing increasing numbers of containers and cruise passengers. It is now a fully automated and computerised operation that is responsible for processing:

- Over 1 million tonnes of cargo annually, representing over 90 per cent of cargo imported into Barbados
- 88,000 containers per year
- 50,000 barrels of personal effects
- 745,175 cruise passengers.

In the process, the Barbados Port Inc has consistently won several prestigious awards since 1992. For example, it has won:

- CSA 'Port of the Year' Award – 1992, 1994, 1996, 1997, 1998, 2003

- CSA 'Most Dependable Port' Award – 1995

- CSA 'Improved Efficiency' Award – 1999

- CSA 'Best Multi-Purpose' Award - 2004, 2005.

In addition to these, Barbados Port Inc has won:

- The Dream World Cruise Destinations 'Caribbean Most Improved Port Facilities' (1996) and 'Caribbean Most Receptive Destination' (1996)
- The Port Management Association of the Caribbean's Novaport Cup for 'Most Improved Port Performance' (2010).

SYSTEMATIC TRAINING

Of course, standards are best set, maintained and raised by systematic training. We are therefore grateful for the co-ordination of training by the Caribbean Shipping Association across the region. Training in technical matters related to port development, shipping agency operations, documentation within ports, containerisation, movement and handling of refrigerated cargo, port management and cargo liability is provided in member countries. At all progressive ports there is ongoing training at all levels for managers, supervisors, foremen, pilots, tug crews, linesmen, dockers and, of course, seafarers, who have traditionally been recruited in the Caribbean to man British ships.

Now, in anticipation of the full establishment of the Caribbean Single Market and Economy, countries of the region are fine-tuning and harmonising the Caribbean Vocational Qualification. At the highest level, the Caribbean Maritime Institute in Jamaica is offering training up to Master's Degree level in disciplines relevant to maritime careers.

SECURITY

I am particularly impressed by the level of security established at ports of the region since 9/11. The Caribbean Shipping Association has played a vital role in maintain-

ing the Caribbean Sea's reputation as a zone of peace and safety.

The CSA has helped to draw up and deliver training programmes for port authorities of the region, in compliance with the new International Ship and Port Security Code. I am confident that these measures will deter any modern pirates from interrupting the flow of traffic through Caribbean waters.

During the 50th anniversary celebrations of the Barbados Port Inc, careful plans were made for the future development of this port to be the hub of a more vibrant shipping industry in the Eastern Caribbean. Continued attention will be paid to ensuring that Barbadian-registered ships are safe and do not pose a threat to the marine environment. Significant infrastructural improvements are planned at the Bridgetown Port. For example:

- Berth 5 as well as the container park will be extended.
- A dedicated cruise pier outside the existing port is in the pipeline.
- An electronic single window will be introduced to facilitate trade.
- Longer opening hours will be introduced.
- A central container examination facility will be introduced to speed up processing of goods from about nine to three days.

Despite the impressive progress made in the region during the past 50 years, there are still several challenges remaining which need to be addressed in Barbados and throughout the region. These include over-tonnage and slow turnaround. However, I know from the reports of the national shipping associations that, like Barbados, all governments are systematically addressing these issues.

REGIONAL INTEGRATION

For me, the biggest challenge facing the Caribbean Shipping Association is the advent of the Caribbean Single Market and Economy (CSME).

As you know, the signing of the his-

toric Treaty of Chaguaramas ushered in the Caribbean Community (CARICOM) in 1973 and since then there has been a continuing widening and deepening of the process of integration. The embrace of Dutch-speaking Suriname in 1995, French-speaking Haiti in 2002 and a closer relationship with the Spanish-speaking Dominican Republic under CARIFORUM from 1992 demonstrated that the integration movement transcends both language and metropolitan affiliation. And since CARICOM states constitute 45 per cent of the membership of the Organization of American States, it is likely that the integration net will be cast even wider across the region in the foreseeable future.

At the same time, the process of integration has been deepened by the revised Treaty of Chaguaramas in 2001, the formal launch of the Single Market in 2006 and the renewed commitment to the development of a Single Economy in 2007. Professor Norman Girvan's paper, 'Towards a Single Development Vision and the Role of the Single Economy', makes a strong, logical case for integration in the modern era. Basically, closer integration is inevitable.

It is patently obvious that intra-regional transport will be the lifeblood of the CSME. Just as the integration and development of the United States of America in the 1860s depended on the railway, so the development of CARICOM depends on maritime transport. It is for this reason that, at the CARICOM Heads of Government meeting in St Kitts in early July this year, I made it clear that I will not tolerate any obstacles to the establishment of efficient transport facilities in the region.

This warning is highly consistent with the manifesto promises my administration made to the electorate in Barbados in 2008, that we shall chart a new pathway to progress for our people. I quote:

"With respect to regional travel, it is useful to remember that 46 per cent of our trade is with CARICOM countries and that the third-largest source of visitors to our country, which depends on tourism, is the same CARICOM. Yet

communication between these countries, many of which are less than 500 miles away, is embarrassingly poor."

We in Barbados appreciate the benefits of regional integration and the role it already plays in boosting our economy through exports and sustaining our tourism industry, even during the recession. We are therefore committed to facilitating both air and maritime transport within CARICOM and the wider Caribbean.

I therefore want to challenge the Caribbean Shipping Association with adding intra-regional transport to the excellent provisions it now makes for international maritime transport. It is not a case of either international transport or intra-regional transport. We need them both to grow and prosper.

DIVERSITY

We all need to help put in place the infrastructure for regional transport and communication to enable locals and visitors to travel and trade and to experience the rich social, cultural and ecological diversity of the region. We need to explore how we can expose travellers to the golden sands and clear blue seas of the islands; the rainforests and rivers of the mainland; and the rich cultural heritage of Caribbean people from the Bahamas, Haiti, the Dominican Republic, Cuba and Jamaica in the north, through Central America, the Leeward and Windward Islands to Barbados, Trinidad, Guyana and Suriname in the South, in one attractive, hassle-free package.

We need the maritime infrastructure to enable regional hubs to emerge to facilitate cargo from the emerging G20 countries being landed and transhipped efficiently and safely to destinations within the Caribbean Single Market and Economy.

A step in the right direction is the recent CARICOM report on the study of the feasibility of establishing a fast ferry service in the Southern Caribbean. The final report of the study in January 2011 concluded that the market demand for the proposed ferry service needs to be tested and proven on the high-density traffic routes and recommended that a six-month pilot project be implemented in order to test that demand.

I believe that such studies are impor-

tant to confirm our hunch that, when you take into consideration the revenue from cargo, together with that from passengers, particularly tourists who want to sail and sample other territories at will, the venture could be profitable. I therefore commend the Government of Trinidad and Tobago for taking the bull by the horns a few weeks ago and giving a firm commitment to get this service up and running as soon as possible.

EDUCATION

No doubt this must begin with the education, both general and technical, of our people. For the past three years the Ministry of International Business and International Transport has been staging Maritime Week to expose the general public to both the opportunities and threats facing the maritime sector in the Caribbean. In addition to this, the Barbados Port Inc has been running a

highly successful Education Outreach Programme since 1996. I understand that, since then, over 28,000 school children have toured the port, participated in learning experiences such as essay writing competitions and getting exposure to a whole range of maritime careers such as maritime law and insurance, marine ecology and engineering, and cruise entertainment.

I also know that the Samuel Jackman Prescod Polytechnic has been working with the Caribbean Maritime Institute in Jamaica to provide tertiary level education and training for young people wanting to pursue a wide range of careers in the shipping industry. Similar provisions are being made in most progressive countries of the region.

I am convinced that, if we are to succeed in recovering from this unusual economic downturn and avoid the jobless recovery that it threatens, we have to

put the resources we have available in the Caribbean to best use. For me, the future development of the Caribbean depends critically on human resource development, intra-regional transport, the development of our cultural industries and the use of alternative sources of energy.

VISION

The vision of a culturally rich Caribbean region that uses its ingenuity to create a sustainable economy and a just society must begin by boosting the confidence of our people and building bridges across the sea that currently divides us. I am convinced that the starting point for releasing the creative energy of the region is to overcome the historic fear and disconnect between the people of the region and the sea we share.

It is to the Caribbean Shipping Association that we look for full co-operation and support in this exciting adventure. 

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ROLAND MALINS-SMITH

RETURNS TO CSA GENERAL COUNCIL

When the Caribbean Shipping Association's (CSA) General Council sat for its annual planning meeting in January 2012, the names Roland Malins-Smith and Stephen Bell will again be listed in the leadership of an organisation that has been in the forefront of maritime development in

the Caribbean and Latin America for over 40 years.

For both, this will be a 'return to Council'. In 2008 Stephen Bell resigned as general manager of the CSA, having served some five years in that capacity on the General Council. For Roland Malins-Smith, however, this will be a return after 30 years, when he first

represented Group C (the Ship Owners and Operators group). At that time he was general manager of the now-defunct regional carrier, West Indies Shipping Corporation.

VOICE

Having been among those who helped to guide the 'voice of the Caribbean shipping industry' through its



formative years, Mr. Malins-Smith, now president of Sea-freight Agencies (USA) Inc, (operators of Seafreight Line), brings a wealth of experience and knowledge to the table. He returns as Group C chairman. Stephen Bell returns but for the first time as an elected representative (Group C).

MANDATE

In discussing the role of the CSA and its contribution to regional development, Mr. Malins-Smith said recently:

"The Treaty of Chaguaramas mandates Caribbean Community members to pursue regional co-operation in maritime transportation and the CARICOM Secretariat and the annual meetings of CARICOM ministers of transportation have pursued this mandate for the last 40 years. Early efforts focused



In discussion with Capt. Rawle Baddaloo, CSA Past President.

on the maintenance, funding and development of West Indies Shipping Corporation, which was understood to be an essential element in implementing regional policy by providing the means of moving and promoting regional trade.

“The Caribbean Shipping Association was formed by the private sector, shipping agents from the English-speaking Caribbean who wanted to promote a dialogue on matters of common interest, and this approach has proven to be more effective in addressing the vital maritime issues of the Community and the wider Caribbean.

VALUE OF THE CSA

“In my view, the value of the CSA is considerable. The progress which has been made in bringing attention to and supporting efforts to provide maritime training alone is something for CSA members to be proud of. The focus on matters of current industry interest and the free exchange of informa-

‘THE PROGRESS WHICH HAS BEEN MADE IN BRINGING ATTENTION TO AND SUPPORTING EFFORTS TO PROVIDE MARITIME TRAINING ALONE IS SOMETHING FOR CSA MEMBERS TO BE PROUD OF’

tion through presentations and social dialogue have been invaluable in raising the awareness and competence of the region’s maritime practitioners, particularly on issues of security, trade facilitation and modern port administration, development and productivity. As a vessel operator today, I

am acutely aware of the value which our CSA has provided to all of us involved in the industry in the region.”

Born in Grenada in 1947, Roland Malins-Smith was educated at the University of the West Indies (bachelor degree in economics and business) and in the United Kingdom (masters degree in maritime studies from the University of Wales, Cardiff). After his stint as general manager of WISCO, he migrated in 1980 to the United States, where he joined Oceanic Steamship Company Miami as vice president marketing. Oceanic represented Concord Line’s Caribbean container service. In 1982, with the merger of Concord and Nopal, he moved to Concord Nopal Line.

POTENTIAL

In 1986 he joined Tecmarine Lines as vice president marketing. His worth and potential were not lost on his new employer and he was soon promoted to senior vice

president. In this capacity he worked closely and successfully with the owners in building an effective, comprehensive network of Caribbean services, providing commercial management as well as service development and operations support. The soft-spoken, erudite shipping executive left



Mike Jarrett photo

Tecmarine in 1992 to establish Seafreight Line Ltd and Seafreight Agencies Inc.

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CSA 41st AGM - a stellar affair



Carlos Urriola Tam of Panama, the fifteenth President of the Caribbean Shipping Association, and Vice President Grantley Stephenson of Jamaica were re-elected unopposed on the first day of the 41st Annual General Meeting, Conference and Exhibition in Bridgetown, Barbados.

The three-day event (October 10, 11, 12) was held at the Hilton Barbados Hotel and it was a stellar affair.

Some 250 maritime industry executives from the four language groups of the Caribbean-Latin American region are in Barbados for the event. Barbados Prime Minister, Freundel Stewart gave the keynote address (see page 28) at an opening ceremony highlighted by a colourful parade of flags of CSA member-countries and organizations, mounted by cadets of the Barbados coast guard.

In his opening address, the CSA President noted that a global recession is still being experienced and that expectations earlier this year for an economic recovery had not materialized. Instead there were warnings and fears that things would get worse before they got better.

“Rather than dream of a quick return to life as we knew it 10 years ago, we should look forward to making a success of life as we know it today. I have made the point that regardless of the recession and the state of world trade, we have to build and maintain efficient operations. To a large extent,

efficiency rests on the ability of human beings to make systems work properly. Untrained and uninformed individuals simply cannot do that, therefore capital investment in technology is wasted if those entrusted to work those systems are not trained.”

UPGRADE YOUR PEOPLE

The CSA President made the point that the Association had always emphasised the need for training at all levels. In fact, he said, training has been at the centre of the CSA’s mission for almost 30 years.

Commenting on Barbados’ contribution to regional maritime development, the CSA President said the countries of the region owed “this great little country” a debt of gratitude.

“In terms of world trade and industry, the building of the Panama Canal in the early years of the previous century placed the Caribbean region on the map. It was this development, above all others, that changed the economic fortunes of the Region. Were it not for the building of the Panama Canal many of the economic activities and modernization we now take for granted would not have happened.

“History records that Barbados men and women outnumbered other groups of workers engaged in this (Panama Canal) project. From a very tiny population at that time, thousands of Barbados workers provided the muscle and grit necessary to build the Panama Canal. It was an unbelievably difficult assignment. Clearing a tropical jungle brings human beings face-to-face with the most horrendous situations – biting insects, some carrying diseases; snakes; not to mention the intense heat and humidity. Many died in the process. Many did not return home as healthy as they left.

“We know that Barbadian blood, sweat and tears are in the very foundations of the Panama Canal,” Mr. Urriola said.



EUROPE: OUTLOOK TOUGH, BUT THERE'S SOME GOOD NEWS

As Nils Bohr, the distinguished Nobel laureate, said: "Prediction is very difficult, especially if it's about the future".

Yet, looking into 2012 from late 2011, it seems that making judgments about what might happen in the year ahead is going to be relatively easy – even at a time when the governor of one central

year with little or no respite for a shipping industry already reeling from increased costs, low freight rates and falling volumes across most trades.

It seems we live in troubled times. Having experienced one of the worst recessions in history, just when it looked as if a slow economic recovery had gained some traction, along comes

ENLARGED PANAMA CANAL MUST HAVE A BENEFICIAL IMPACT ON THE CARIBBEAN, BOTH ECONOMICALLY AND FROM A PURELY MARITIME PERSPECTIVE

bank in the European Union has admitted that he could not say what was going to happen tomorrow let alone next year.

But it doesn't take a genius to see that 2012 is going to be a very tough

another possible downturn – this one generated by the possibly ill-fated (and what I consider ill-conceived) European single currency.

Just a few months ago things were looking more or less OK and analysts

By Gary Gimson

were predicting a steady, if unspectacular, growth period for the global economy. The problem with most official forecasts is that they are a straight-line extrapolation from the present and never take account of the unexpected.

So, led by an apparently improving picture in the United States of America, reports had shown that the Caribbean was back on track economically. Now, in late 2011, the Federal Reserve is gloomily revising downwards its growth forecasts for 2012 and 2013 and, much to the Fed's embarrassment, admits to being too optimistic in its assessment of the global economic situation.

BAD NEWS

Clearly, this is bad news for many Caribbean economies reliant on exports to (and tourism revenues from) North America. And, with many Caribbean governments still struggling with a high level of indebtedness, it would seem that these national economies are not going to see any major upturn, at least in the short to medium term.

Moreover, from a Caribbean perspective, Europe's self-inflicted troubles may seem a world away. But Europe's currency and debt crisis is bound to have implications for those on the other side of the Atlantic.

Strangely enough, some of these may even be good. For example, it could be argued that the summer-time re-positioning of cruise ships to Mediterranean and Baltic waters may no longer seem quite such an attractive proposition. Operators may think it is better to earn a reliable dollar in the Caribbean than a risky euro in the Med.

According to Cruise Market Watch, the world's cruise shipping sector is

Is the Mediterranean becoming less attractive?



forecast to carry over 20 million passengers in 2012, of which 12.5 million will be from North America. But this may prove optimistic in the face of a tanking Euro and a general lack of confidence in certain source markets such as Spain and Italy.

It's a different picture for container carriers. The rollercoaster ride that is the major container trades resulted in a terrible 2009; great profits in 2010; a grim 2011; and, probably an even grimmer 2012. Ordered in the boom times, new, larger and even more fuel-efficient containerships are being delivered, rendering uneconomic the slot costs of their immediate predecessors. But, with what looks like massive over-capacity ahead, otherwise good tonnage is heading for lay-up or worse in 2012, say industry analysts. It is difficult to forecast how this will affect the Caribbean.

Outside the container trades, a glance at the Baltic Exchange Dry Index does not make happy reading. It has been bumping along at close to rock bottom for months and in late 2011 it was around 1,800. Compare and contrast this with a figure of over 11,000 at its peak in 2008. No one is predicting any great movement in this index in 2012.

GOOD NEWS

So, is there any good news on the horizon? Well, yes. For a start, some economies continue to fare well. Suriname, Colombia and Panama are three among several that continue to report strong growth forecasts for 2012. Even Puerto Rico is poised for an economic turnaround.

Looking further ahead, all things being equal, the opening in 2014 of a newly enlarged Panama Canal must have a beneficial impact on the Carib-

bean, both economically and from a purely maritime perspective. In theory, a bigger canal and the bigger ships that will use the expanded waterway ought to translate into lower import costs for goods made in the Far East. Hopefully, it will also mean more containers to trans-ship for the region's main hubs of Manzanillo, Cartagena, Kingston and Freeport. These ports are already responding to the upcoming challenge of eastbound vessels of up to 12,000 teu capacity arriving in the Caribbean for the first time.

So, even if sentiment about the immediate future seems less than enthusiastic, it is worth remembering that, in mid 2011, apparently well-paid analysts were happy to predict stability and a gradual return to solid growth in 2012.

It's funny how things can change and how forecasters can get it wrong. 

The Caribbean Shipping Association

meets on North American soil in May 2012 for the



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Eleven ways to cope with 'Future Shock' in 2012

A peek into 2012, with a glance back to 2011, brings to mind Alvin Toffler's seminal 1970 work, 'Future Shock'. With six million copies sold, this was a 500-plus-page thesis on the rapidity of change. Toffler, a futurist, kindly cuts to the chase and distils his premise. He posits that we go into shock because of "too much change in too short a period of time".

Toffler said it all.

What's to come? More of the same? I say yes. Too much change in too short a period of time!

Again I invoke the imagery of Janus, the Roman god depicted with two faces, one looking backward, the other forward. Janus offered history and suggested a future – in this case, a tough year behind and a future one that embraces 2011 ahead-of-the-curve practices. These 2011 (read 'Eleven') practices build to a 'new normal' namely:

- 1 Use cash judiciously
- 2 Retain and grow customers
- 3 Expertly manage inventory
- 4 Explore advances in technology

- 5 Capitalise on IT
- 6 Magnify risk visibility
- 7 Focus on energy and green sustainability
- 8 Revisit the business model strategy
- 9 Commit to supply chain excellence
- 10 Champion training and development
- 11 A fast-forward outlook.

These forecasts, prognostications or Ouija board views, if you prefer, touch on advances, changes and events that are

I invoke the imagery of Janus, the Roman god with two faces. Janus offered history and suggested a future...

unprecedented. It seems that, all these years later, Toffler's warning rings gravely true.

Before we look forward, we ask how well did we do in Eleven? Our AAR (After Action Review) and post-mortem critical eye (read 'hindsight') and perhaps failing memory may rate

Eleven with rather high marks. A sampling of leading companies shows that much of Janus's forward-look is in play and growing as shop-floor practices.

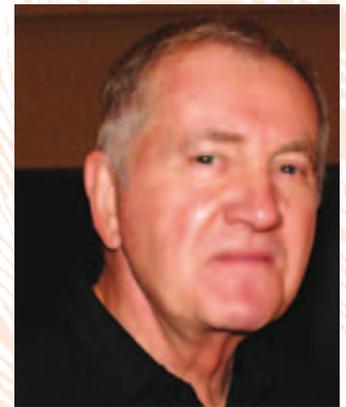
However, what did we do and what did we accomplish? Did we advance our company, our people and our operations, initiate new practices, explore and develop options? Or, simply, did we make progress? Are there a 'to do' list that needs to be revisited?

As with all things, 2012 seems already in fast-forward mode – hence, a look into Janus's forward face. The issues and events on the horizon are many and go beyond a list of practices.

Rather, they fall into three high-attention categories, each requiring focused reflection.

External factors

Macroeconomic forecasts: a mixed bag of good news and bad news. One authority, the United States-based Indiana University Kelly School of



By Joseph Cervenak

Business, summarises the majority of macro predictions as follows: "... economies will expand slightly, put a small dent in unemployment and continue with a historically weak recovery..." and "... a tepid economic recovery

with disappointing output expansion and low inflation".

As always, and not to be taken lightly, doomsday contrarians view the European financial and currency fiasco as a Eurogeddon. For consideration in our setting: European Union capital-flows into and out of the

Caribbean, if disruptive, could be quite damaging. Paul Krugman, in his New York Times op-ed column, flatly states that the European Union bears close watching, adding: "... if they weren't so tragic, the current EU crisis would be funny, in a gallows-humour sort of way."

In tandem with the EU's malaise, much of banking around the world is tenuous while cash is available and interest rates are at historic lows. There are concerns over the availability of credit for the foreseeable future. Finding alternative credit sources and financing demands full-time activity.

Legislative and regulatory action: a dual thrust

First, increased legislation designed to protect national economic interest (read non-tariff barriers) makes cross-border business more expensive and cumbersome. Second, in the fight against terrorism, regulations dealing with third-party relationships, expanded 'denied persons' lists, triangulation of shipments and dual-use schemes are increasingly severe penalties.

Mark Mendelsohn, deputy chief of the Fraud Section of the US Department of Justice, commented on the increased indictments and prosecution of individuals (rather than seeking deferred and non-prosecution agreements under the US Foreign Corrupt Practices Act). He stated: "... that's

not an accident ... that is quite intentional on the part of the Department." Simply put, you do the crime, you do the time.

Lastly, the United States is not the only country that could have a leadership change in 2012. Under the

Chinese Constitution, the president of the People's Republic of China is limited to two consecutive five-year terms. In 2012 the current Chinese president is to step down. Cui bono?

Foundational fundamentals

Strategy 1: The 2008 financial crisis and near-uninterrupted recessions that followed made obsolete, revealed weaknesses, imposed trade-offs or forced new choices to our strategic thinking. All things considered, this is a time of strategy under uncertainty.

We have options. We can rely on lucky choices or do as Lewis Carroll's Red Queen, run just to stay in the same place. It's a chilling thought. If you don't know where you're going, or how you're going to get there, you just might end up there. No, that doesn't make sense. But neither does inaction. Altering strategy to meet the times calls for self-examination, reflection and definition and, ultimately and

of necessity, a call for specific action.

Parenthetically, deliberate 'no action' is an option.

Focus is the locus to meet the challenge. White boards, meditation, sequestered seminars and third-party facilitators all work. Do

where to look for external risk exposure, but what about internal risk? What happens if revenue drops or we lose our largest customer or our product has lost its appeal?

Industry publications, blogs and the like, suggest

We have options. We can rely on choices, or do as Lewis Carroll's Red Queen and run just to stay in the same place. It's a chilling thought...

whatever works! Attack directly by answering the questions: Who are we? What do we want to do? And, how do we make (or lose) money?

Another choice with an academic perspective is to read Michael Porter's classic, 'The Five Competitive Forces That Shape Strategy'. Ultimately, strategy is a way of thinking about how we run our businesses in today's world. Does more need to be said?

Strategy 2: Succession strategy is a replacement strategy, a strategy for the future. It's not an inheritance when the founder leaves the business or an entitlement when the corporate guru moves on. And it's a tough one when downsizing escorts experience off of the premises.

Strategy 3: Overall risk strategy and strategic risk and management are essential, considering the tumultuous and catastrophic events since the start of this new millennium. I suspect we know

dollars are being earmarked to audit for existing risks or those which may crop up in the future, that is, those risks that would force us to reconsider our business strategy. A call for an imaginative and fresh look at potential worst scene scenarios is needed.

Tools of our trade

"Oh wow, oh wow, oh wow!" These last words of Steve Jobs, disclosed by his sister, Mona Simpson, while they might suggest a sighting of the 'great beyond', certainly are apropos for 2012. So much exciting 'stuff' is in the works. And all of it centres on technology, IT and imagination.

The highlights of 2011? Cloudy! Put more professionally, Elsa Wenzel, in the July 2011 issue of 'PC World' magazine, decidedly stated that while not an end-all solution, "The cloud – a buzzword for anything stored online – is where the future of productivity lies." She states: "... migrating



BridgeView

tools to the cloud holds the potential for big savings." This will be well worth the effort and dollars.

Analyse the analytics

According to one source, "Analytics is the application of computer technology, operational research and statistics to solve problems in business and industry." Well, almost. Solving problems still requires mortals. Regardless, the ability to collect, integrate and analyse data, then to test, bundle, synthesise and make information instantly available across the

organisation, falls under the rubric of Big Data.

This is game-changing. No sideline plays here, as this is the time for aggressive bodyline bowling, or into-the-scrum fanaticism or strong-side overload tactics – whatever be your game. No lagging allowed here. For starters, delve deep into the world of Google Apps Marketplace, Microsoft Office 365 Marketplace, Apple's iPhone App Store. And if you want to test the 'new-new' and see an online payment system that sidesteps credit cards

completely, visit www.dwolla.org. And, as a self-protective disclaimer: test for compliance against the Federal Information Security Management Act.

For both profit and not-for-profit companies, use of social networks and virtual communities herald the future. Facebook, LinkedIn, Twitter, Google+, Badoo, Windows Live Messenger and Skype not only represent over one and a quarter billion active users, they offer tremendous possibilities for business support and for streamlining the way we do business. Who is using these networks? Who makes up the demographics of today's and tomorrow's markets? The ways of use are but in infancy yet, but will be part of this 'now-next-new-thing'. A willingness to commit time to learn is essential. Failing to explore if not formally engage in 'the social network world' could well be a mortal flaw.

Two closing points:

Excellence in the supply chain

Since 2008 major company supply chains have done a commendable job in reducing expense. This is not surprising, considering what has been written, blogged, webinarred, conferenced, or demonstrated. Failure to examine visibility software, eliminate redundancies and audit purchasing and procurement is as much as saying 'time to roll up sleeves'.

On the table remain,

according to a survey of supply chain executives by McKinsey Quarterly (October, 2010), three demanding challenges:

- (i) global competition
- (ii) rising consumer expectations and complex patterns of customer demand
- (iii) a forecast for increased supply chain risk.

The structure and execution of a company's supply chain operation likely will dictate its future.

People development and training

Training assures excellence with skill sets, techniques and knowledge. Developing human resources means teaching and learning to think creatively, innovatively and to shape change. This is win-win. People grow, then the company grows. Given the cost consequences associated with failure to training or developing, this deserves a healthy share of the 2012 budget.

As regards Janus's forward look, companies need to plan for more substantial disruption and develop an agility to respond to new expectations and to approach each customer, market and transaction with a new clarity of understanding. Undoubtedly, significant changes will occur, and those companies that create change, instead of reacting to it, are likely to benefit the most. ☺

Don't miss the boat...

The next issue of **CARIBBEAN MARITIME** will be published in May 2012 in time for the 11th Annual Caribbean Shipping Executives Conference in Jacksonville, Florida. It will also celebrate the magazine's fifth anniversary, bringing the latest news as well as opinions of the leading industry players across the region.

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SUCCESSION PLANNING IN THE SHIPPING INDUSTRY

Despite the rapid growth in the shipping industry, largely attributed to globalisation, scale increase and technology, the culture, ownership and management practices have not changed much, especially in regions such as the Caribbean and Latin America. Today, the challenge of succession planning is perhaps one of the greatest management challenges facing many small shipping agencies, freight forwarding and Customs broking companies.

For many micro business owners, maintaining positive cash flows and a stable bal-

ance sheet can be an ongoing problem that consumes virtually all their time. Retirement often seems like a distant speck on the horizon and therefore plans to hand over the business rarely get prime time consideration. However, establishing a sound business succession plan is beneficial for most business owners and can be absolutely necessary

for some. For business owners who are at or near retirement, the issue of succession cannot be ignored. There are some common mistakes that should be avoided so as to create a successful succession plan. Many factors determine whether a succession plan is necessary. Sometimes the logical and easy choice is to simply sell the business. However, many business owners prefer the thought of their businesses continuing, even after their demise.

Choosing a successor can be as easy as appointing a family member or assistant to take the CEO's place. However, there may be several partners from whom the CEO will have

assets to cover the cost of the deceased's interest;

Creating and implementing a sound succession plan provides many benefits to owners and partners including:

- Ensuring an agreeable price for a partner's share of the business and eliminating the need for valuation upon death, because the insured agreed to the price beforehand;

- Policy benefits, which will be available immediately to pay for the deceased's share of the business, with no liquidity or time constraints. This prevents the possibility of an external takeover due to cash flow problems or the need to sell business or other



By Fritz Pinnock

First, the stakes are so high that most businesses fail to negotiate the transition and are sold either to pay taxes or because no-one is willing or able to take over in the case of a family business. Secondly, the communities of stakeholders involved in the process can be numerous and are often in conflict.

Skills

To prepare for succession, CEOs should evaluate the skills and attitudes of everyone in the organisation who is considered a candidate for the leadership position. This is because the CEO's position is not the only position that requires succession planning. If a company suddenly loses its chief information officer, chief financial officer or another key player, it can be nearly as drastic as an unexpected vacancy in the

Many factors determine whether a succession plan is necessary. Sometimes the logical choice is to sell the business

to choose, each with various strengths and weaknesses to be weighed and evaluated. In many cases, resentment by some or all of those not considered may result, no matter what choice is ultimately made. Partners who do not need or want a successor may simply sell their portion of the business to their partners in a buy-sell agreement.

There are reasons why succession planning is one of the most challenging things on a business checklist.

- A succession plan can greatly aid in allowing for timely settlement of the deceased's estate.

CEO's office. That is because, typically, staffers are required to maintain their previous responsibilities in addition to taking on jobs delegated from their bosses, in a chain of cascading delegation that may directly affect everyone in the organisation, even though only one position has been replaced.

Succession planning is not something a CEO can do once and forget. To be a conscientious business leader, the CEO has to continually revisit the business plan. He or she must review and update it to reflect changes in company value, market conditions and his own health, as well as the abilities

planning frequently faces the problem of too many offspring wanting the top job. When that happens, current leadership often has to dispense with the idea of giving everyone equal power and offer controlling interest to the person or persons best prepared.

On the other hand, it is possible that no-one from the next generation is interested in, or capable of, leading. In that case, the CEO may have to go outside and find the best-matched candidate, which requires a very different skills set.

In saving the life of a business, ownership succession is usually split from management succession because

into the planning. Getting the family in now will reduce the likelihood of problems later. Getting broad support will make all the difference during the unsettled period surrounding a business transition.

Common mistakes to avoid in business succession plan

1. Failure to plan: How many years prior to retirement should there be a plan? How about right now! There is no reason a CEO cannot start preparation now with a series of plans at any point in the life of the business or even before the business even begins.

2. Failure to take the time to address who will be on the succession team. This often involves a tough analysis of whether immediate subordinates have the skills set to run the business.

3. Failure to identify key employees who may have concerns with succession plan. Ensure key employees remain with the business during any succession transfer by sharing your plan with them. This helps make certain that everyone involved with the plan is, so to speak, on the same page.

4. Failure to diversify the business owner's net worth from the business as a whole. Many business owners hold virtually all of their net worth in their business and find themselves in a difficult situation in a business downturn. After they are gone, their heirs may be forced to sell the business when the market for it is poor.

5. Failure to plan for contingencies. If a CEO decides to leave a business to a subordinate, what happens if that subordinate predeceases the CEO? Though it is not a scenario any business owner wants to consider, it should be included in the succession plan. Always remember that unforeseen circumstances may alter a succession plan, so CEOs must consider alternative strategies.

Training

Finally, how can a CEO expect his or her successor to take over and run the business successfully if time has not been spent in training the would-be successor? A business succession plan will have a much better chance of success if the CEOs work with their successor(s) for a year or two before they hand over the business.

For sole entrepreneurs, sharing decision-making and teaching business skills to someone else can be difficult, but it is definitely an effort that will pay big dividends for the business in the long run. In addition, the CEO must:

- Keep the process simple;
- Engage technology to support the process;
- Align succession planning within the overall business strategy;
- Secure senior level support for the process.

Remember that no successful business would have been as successful without top management endorsement and support. 

Succession planning is not something a CEO can do once and forget

and passion of the people to whom he plans to pass it on.

Expertise and business advisers have developed a reliable and workable strategy for succession planning. This begins by insisting that the CEO starts planning early, even if early retirement is not anticipated. CEO and business executives must realise that succession planning entails three elements:

- Management
- Ownership
- Taxes.

CEOs need to plan for who is going to run the business, who is going to own it and how taxes will be managed. All these will require different planning techniques.

Management succession

next-generation members may want to retain their equity in the business, but not take on significant operating roles at the company. The CEO may want to give exactly equal shares to everyone, but those who work in the business may feel they are entitled to more. Likewise, those who don't work in the business may feel the same way about their own shares. After all, they may reason, they are not drawing salaries, so they should get a bigger share of dividends and profit-sharing.

Upon gaining an appreciation for the complexities and significance of succession planning, the CEO would be ready for the next step by involving others. In which case, the family is brought



LOOK TO THE FUTURE!

The global recession has painfully taught us many important lessons. One of the more important is that firms, industries and countries need to be globally competitive or suffer the consequences.

The shipping industry in the Caribbean is no exception and it bears to the region the same responsibility as do all Caribbean citizens, firms and industries. That is, it must add to, not detract from, the

must be competitive; services must be competitive; ports must be competitive; costing and pricing must be competitive; and regulators must be competitive.

Competitiveness and the law

You may be forgiven for asking: "So what does this have to do with law?"

The answer is simple. The law must assist the Caribbean shipping industry to become even more competitive and

of horror from the legal purists. But I suggest that, just as the law, while maintaining certain basic principles and standards, has reacted to changes in mores and social organisation, so too must the law be responsive to the commercial challenges which Caribbean territories face in a globally competitive environment – especially as how it responds will affect directly the abilities of those territories to meet those very challenges;



By Milton Samuda

and products by sea. The rise of terrorism as a primary security consideration, as well as the need to police borders against human trafficking, drug smuggling and money laundering, has led to new and intrusive laws that curtail personal freedoms – freedoms which, very fortunately, we take for granted in our territories. How these laws are framed and, perhaps more importantly, how the regulations under them are

The law must assist the Caribbean shipping industry to become even more competitive and thus assist the region...

competitiveness of the Caribbean territories it serves. In order to do so, labour must be competitive; technology and equipment

thus assist the region in being more competitive. In order to do so, our legal framework must itself also be competitive.

Now I can hear the gasps

Let us look at some examples. The laws and regulations relating to security had a direct impact on the movement of passengers

practically administered has a direct impact on our competitiveness in tourism and transshipment.

In the area of services, the region more and more will have to provide the international shipping industry with

the prevailing speed of commerce. The shipping industry can draw inspiration from the example set by several Caribbean jurisdictions which operate international financial services centres, which are globally competitive and

More and more, the region will have to provide international shipping with support services...

support services which, in the past, were the exclusive purview of other jurisdictions. Financial services related to shipping, logistical services affecting the international movement of goods, inspections and clearances, should all be facilitated by modern legislation and efficiently organised public sector agencies which are responsive to

world-renowned precisely because their service delivery and product efficacy are actively assisted by their legislative framework.

Confidence

The agreeing of policy details at macro level, and, the granting of approvals for various actions at micro level, must improve,

especially within CARICOM, if the Caribbean shipping industry is to look ahead with confidence. The comparative ease of moving product from the Caribbean to faraway countries, as against within the Caribbean, is a source of both challenge and embarrassment. To be sure, the law alone cannot address the issue; but to the extent that policy, once agreed, must have one of its manifestations in the letter of the law, then to that extent must the law enhance the ability for entrepreneurs to trade and for intra-regional tourism to thrive.

Enhancing

One does not readily think of the law as a tool for enhancing competitiveness. I apprehend that most lawyers would reject the notion, preserving for the law more traditional characterisations. However, the world has

changed. Trade, markets and players are now all regulated and examined through the legal lens provided for in a variety of agreements, understandings, protocols, treaties and decisions of international courts and tribunals. In the Caribbean, we need to wake up to that reality and participate in the framing of laws which give our people, firms, industries and countries competitive advantages. In fact, the law itself has become both product and service in the global market – but that is for another article in another place at another time.

Conclusion

As we look ahead to 2012 and beyond, I remain of the view I articulated in previous reflections in this space: "I remain optimistic that our industry will survive, contribute and thrive. Here's to the future!" 

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