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ASSOCIATION OF CARIBBEAN STATES (ACS)

21ST MEETING OF THE SPECIAL COMMITTEE ON TRANSPORT
Port of Spain, Trinidad and Tobago, 20th and 21st September 2012

CARIBBEAN MARITIME PORT STRATEGY

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ABBREVIATIONS AND ACRONYMS

ACS	Association of Caribbean States.
ACP	Panama Canal Authority.
AMP	Panamanian Maritime Authority.
CARICOM	Caribbean Community.
CETRA	Transport Research and Development Centre, Cuba.
CMI	Caribbean Maritime Institute.
CMU	Caribbean Maritime University.
COCATRAM	Central American Commission for Maritime Transport.
CSA	Caribbean Shipping Association.
ECLAC	Economic Commission for Latin America and the Caribbean.
IMO	International Maritime Organisation.
MITRANS	Ministry of Transport of the Republic of Cuba.
OECS	Organisation of Eastern Caribbean States
SCT	Special Committee on Transport.
UNCTAD	United Nations Conference on Trade and Development.

I. PROJECT OVERVIEW																															
A. PROJECT DESCRIPTION																															
<p>1.1 Project Name CARIBBEAN MARITIME PORT STRATEGY</p>	<p>1.2 ACS Focal Area and Programme Transport (TP), "Uniting the Caribbean by Air and Sea"</p>																														
<p>1.3 Components:</p> <p>A) Presentation of the project profile to the ACS Secretariat so that it could be forwarded to member countries and they could submit their opinions within the timeframe established.</p> <p>B) Validation of the project profile including the recommendations received from countries whose inclusion is feasible.</p> <p>C) Acquisition of possible financing by the ACS Secretariat for the implementation of the stages planned.</p> <p>D) Preparation of the regional assessment consisting of the gathering of information from the countries of the region, by way of interviews and visits to maritime and port authorities, ports in the region and the key players involved in the sector as well as reports from the World Bank and ECLAC database.</p> <p>E) Validation of the Regional Assessment.</p> <p>F) Preparation and arranging of the strategies proposed, based on the Assessment.</p> <p>G) Validation of the Strategy.</p> <p>H) Final Presentation of the Strategy.</p>	<p>1.4 Estimated Costs and Duration</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Components</th> <th style="text-align: center;">Estimated duration</th> <th style="text-align: center;">Estimated cost</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">A</td> <td>Three (3) Months</td> <td style="text-align: right;">US\$ 5,000.00</td> </tr> <tr> <td style="text-align: center;">B</td> <td>Three (3) Months</td> <td style="text-align: right;">US\$ 3,000.00</td> </tr> <tr> <td style="text-align: center;">C</td> <td>Three (3) Months</td> <td style="text-align: right;">US\$ 17,000.00</td> </tr> <tr> <td style="text-align: center;">D</td> <td>Six (6) Months</td> <td style="text-align: right;">US\$ 90,000.00</td> </tr> <tr> <td style="text-align: center;">E</td> <td>Two (2) Months</td> <td style="text-align: right;">US\$ 15,000.00</td> </tr> <tr> <td style="text-align: center;">F</td> <td>Three (3) Months</td> <td style="text-align: right;">US\$ 10,000.00</td> </tr> <tr> <td style="text-align: center;">G</td> <td>Two (2) Months</td> <td style="text-align: right;">US\$ 15,000.00</td> </tr> <tr> <td style="text-align: center;">H</td> <td>Two (2) Months</td> <td style="text-align: right;">US\$ 5,000.00</td> </tr> <tr> <td style="text-align: center;">TOTALS</td> <td style="text-align: center;">TWO (2) YEARS</td> <td style="text-align: right;">US\$160,000.00</td> </tr> </tbody> </table>	Components	Estimated duration	Estimated cost	A	Three (3) Months	US\$ 5,000.00	B	Three (3) Months	US\$ 3,000.00	C	Three (3) Months	US\$ 17,000.00	D	Six (6) Months	US\$ 90,000.00	E	Two (2) Months	US\$ 15,000.00	F	Three (3) Months	US\$ 10,000.00	G	Two (2) Months	US\$ 15,000.00	H	Two (2) Months	US\$ 5,000.00	TOTALS	TWO (2) YEARS	US\$160,000.00
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<p>1.5 Project Current Status</p> <p>Presentation of the Project Profile</p>	
<p>B. STAKEHOLDERS</p>	
<p>1.6 Responsible entity</p> <p>ACS</p>	<p>1.7 Beneficiaries</p> <p>All ACS Member Countries, their inhabitants, all coastal or island states of the Greater Caribbean region, the production sector, the public and private sectors, Transport Operators,</p> <p>Shipbuilders, Port Institutions and academic entities dedicated to the study and training of the Human Resource required to service the sector.</p>
<p>1.8 Collaborating Institutions</p> <p>ACP ACS AMP CARICOM CETRA CMI CMU COCATRAM CSA ECLAC MITRANS OECS UMIP UNCTAD WORLD BANK</p>	
<p>1.9 Executing Institutions</p> <p>COCATRAM</p>	<p>1.10 Co-Executing Institutions</p> <p>MITRANS, AMP,</p>
<p>1.11 Financing Institutions</p>	

II. PROJECT INTERVENTION LOGIC

C. CONTEXT AND BACKGROUND

2.1 Features of the sector

As trade liberalisation advances and tariff barriers are being eliminated around the world, the growing intensity of trade at the international level has brought about changes in maritime transport and port infrastructure in order to meet the demands of trade in general. Furthermore, transportation costs are playing an ever increasing role in determining the final price of goods.

Approximately more than 90% of the goods sold at the international level are transported via maritime channels, giving this mode of transport and its logistical chain a pivotal role in trade development.

For many ACS members and particularly the small islands of the Caribbean, this situation represents a tremendous challenge as a result of their heavy dependence on imports to support local production, to satisfy the demands of their local consumers and to service the tourism market.

Most of the countries belonging to the Greater Caribbean are faced with relatively high transportation costs per unit, which affects export revenue and the cost of imports, while at the same time hindering the development of closer intra-regional ties.

2.2 Issues to be addressed

Based on the fact that most Caribbean imports and exports are carried out essentially via maritime channels, it is precisely in that sector that the relevant parties need to and must make the organisational changes necessary to create the bases for efficient trade among the countries of the region and with the rest of the world.

This project will outline the current status of the maritime port activity of the Greater Caribbean and also information that will be obtained on the activity of informal and non regular lines of transportation in the Caribbean islands and its challenges. Moreover, it will propose a plan of strategic actions to guarantee sustained maritime port development, which would meet the expectations of the region and ensure that it enjoys global competitive status.

2.3 Project Justification

The need to resolve the maritime transport and port infrastructure problems directly affecting international trade in the region and which serve as an obstacle to "Uniting the Caribbean by Air and Sea". Its objective is to support the modernisation, standardisation and rationalisation of the transport policies and infrastructure necessary to provide services throughout the entire Greater Caribbean.

The need to extensively and permanently promote the regional co-operation mechanisms in the area of transport, for the purpose of adjusting the existing infrastructure to suit the new realities and challenges that demand regional and international integration processes, as well as the growing number of mega-mergers of large transnational shipping corporations, in the face of which there is no avoiding the need

to join efforts with a proper strategic action guide.

In order to identify the appropriate programmes and projects, in addition to the need for graded financing, it is imperative to have a real and up to date understanding of requirements and resources in the area of maritime routes, port infrastructure and training centres available for the specialisation of the human resources necessary.

This project will be developed based on the research of the specific statistical material available, the serial publications existing and consultation and analysis in the field with the public and private sector representatives ready to collaborate on this initiative.

At present, other projects have been worked on and/or are being undertaken by entities involved in maritime-related issues in the Caribbean, for which this initiative could become an implementation guide or at least a seed for new ideas and in turn, based on the results and proposals that they have already compiled respectively, the final joint result will be able to be sustained to a large extent.

We plan to draw on the public information contained in:

- ACS Maritime Port Database.
- Maritime Routes of the Greater Caribbean.
- Regional Central American Maritime Port Strategy.
- CARICOM Database.
- Caribbean Shipping Association Database.
- Database of the Caribbean Maritime Information Centre, CMIC
- Studies on the structure of informal maritime services of the Organization of Eastern Caribbean States

2.4 Project overall objective

Create the strategic plan for the maritime port development of the Greater Caribbean, which would allow the establishment of the order of priority of the actions to be developed, in order to have a competitive maritime sector and one that is capable of satisfying the foreign trade needs of the Greater Caribbean and which will include strategic proposals to promote and develop port infrastructure that could effectively sustain the increase in traffic that is expected to result from the expansion of the Panama Canal in 2014.

2.5 Project specific objectives

- a. Transform the entire Greater Caribbean into a competitive region, integrated into international maritime trade according to world standards.
- b. Foster, promote and exploit the development of port infrastructure and its logistics advantages and strengths in order to make the foreign trade of the countries of the region more competitive.
- c. Coherently adjust the legal framework that regulates and organises maritime transport in the various countries in such a manner that joint development actions could be incorporated considering international maritime law, with emphasis on the IMO conventions.
- d. Promote the development of maritime routes that would raise the intra and extra-regional maritime connectivity indices and which could be linked to modes of ground transport considering formal maritime services regular, irregular and informal and called TRAMP.
- e. Propose ideas on ways of improving the Maritime Security of countries by reducing threats to the safety of human life at sea and at ports and also by protecting valuable marine resources.
- f. Propose measures aimed at eliminating obstacles and facilitating the development of

<p>logistics chains from the moment products leave factories until they arrive at consumption centres.</p> <ul style="list-style-type: none"> g. Evaluate and analyze the nature and vocation of Caribbean ports in handling and simultaneous treating cargoes and cruise ships. h. Gather for their review, study and updating, the available projects previously carried out in the region for regional integration in the area of maritime transport. i. Study the possible need for investment in optimal cargo vessels for safe short distance travel. j. Help to foster the institutionalisation of the implementation and coordination of development plans and strategies in the maritime sector, through mediation among the competent regional institutions such as the ACS, CARICOM and COCATRAM. k. Intensify co-operation among the Maritime Authorities of the region. l. Achieve and maintain the standards of security and maritime protection in accordance with Convention SOLAS, its corresponding amendments and relevant instruments.
<p>2.6 Expected results</p>
<p>Define a Strategy for Uniting Greater Caribbean and Central American Countries by Sea, having suitable port infrastructure, make information available so that regional importers and exporters could contact specific coordinators and organise their activities in an expeditious and competitive fashion.</p>
<p>2.7 Participating institutions</p>
<p>ACS AMP CARICOM ECLAC COCATRAM CARIBBEAN SHIPPING ASSOCIATION MITRANS UNCTAD</p>

D. BENEFITS, RISKS AND SUSTAINABILITY

2.8 Benefits

Have a guide for developing the strategic actions to be carried out in order to render the maritime port environment in the Greater Caribbean competitive.

2.9 Critical Risks and Sustainability

- Difficulties in obtaining financing for each stage.
- Lack of support from the institutions to which the executing consultants belong, by not giving them the extra time necessary for their participation in the activities of the project.
- Lack of the information required to conduct situational assessments.

For the possible solution of the aspects outlined, founded persuasion is proposed (by the ACS Secretariat regarding the benefits expected, as well as the degree of necessity and commitment of countries), persuasion for possible financing institutions, for the entities of the Executing Consultants, for the possible suppliers of information and specific studies and with all those importers, exporters, members of the public and private sectors associated in one way or another, with the development of international trade.

2.10 Ex-post sustainability

Once the presentation of the strategy is completed and approved, the relevant parties will define the roles to be played by all entities that will be linked to the idea in any way, after which the Secretariat, supported by the executing consulting team, will establish a check plan for the execution and impact of the actions planned.

III. PROJECT IMPLEMENTATION

3.1 Components description

A) Presentation of the project profile

This profile must be presented initially to the ACS Secretariat, which will review it for the purpose of issuing recommendations on or changes to the document, in coordination with the team that presented it.

B) Validation of the project profile

Once the document is reviewed by the ACS Secretariat, it will in turn distribute it to the member countries so that within a period defined in advance, said countries must submit their comments, recommendations and acceptance of the proposal. The recommendations received by the ACS Secretariat will be discussed with the technical team to determine whether or not they are consistent with the objectives and essence of the Strategy that is seeking to be developed.

C) Acquisition of financing

Once the Project is validated by the ACS, the Secretariat will invite the potential co-operating entities to present and outline its importance and benefits for the region. Efforts will be undertaken toward obtaining funds without specific conditions that would impose stipulations on the participation of the experts appointed or the supervision of the work.

D) Preparation of the regional assessment

This component involves the development of the current situation of each country within the ambit of the project regarding maritime and port aspects, through emails and interviews via teleconference. If deemed necessary site visits will be made for interviews, questionnaires, surveys and other forms of research available to the maritime and port authorities, ports and other key actors in the region. Additionally, several related reports will be emphasized, the ones from World Bank, ECLAC, as well as the data base generated by the project Map of Maritime Routes in the Greater Caribbean, and non-scheduled informal maritime services between the OECS and the Caribbean. It will require the collaborating institutions to provide with the information of public character, concerning the maritime port, that they can share in the development of this regional project.

E) Validation of the Regional Assessment

Once the regional assessment is prepared, it will be presented to the ACS Secretariat for its appraisal and discussion with the consulting team. After this, the governments of the region will be consulted for their subsequent approval at a plenary session of the Committee or for their approval/consultation.

F) Preparation and arranging of the strategies

Based on the results of the assessment, the consulting team will prepare a proposal on strategies designed to counteract the shortcomings and disadvantages of the sector in the region, capitalising on its strengths.

G) Validation of the Strategy

The Strategy will be presented to the Secretariat for its distribution to countries and subsequent approval at a plenary session of the Committee.

H) Final presentation of the Strategy

This strategy will be presented to the Meeting of the ACS Ministerial Council for its execution.

3.2 Listing of activities by components	
A)	Presentation of the project profile <ol style="list-style-type: none"> 1. Drafting of the Profile 2. Meetings of the technical team 3. Meetings between the consulting team and technicians of the ACS
B)	Validation of the project profile <ol style="list-style-type: none"> 1. Distribution to ACS member countries 2. Receipt of comments and recommendations 3. Analysis and filtering of the information received 4. Validation with other sources
C)	Acquisition of financing <ol style="list-style-type: none"> 1. Make contacts with embassies and co-operating bodies
D)	Preparation of the regional assessment <ol style="list-style-type: none"> 1. Visits and interviews with the entities and organisations linked to the maritime and port sector 2. Surveys, questionnaires, telephone calls 3. Analysis of the information gathered 4. Meetings and Workshops
E)	Validation of the regional assessment <ol style="list-style-type: none"> 1. Distribution to ACS member countries 2. Receipt of comments and recommendations 3. Analysis and filtering of the information received 4. Validation with other sources
F)	Preparation and arranging of the strategies <ol style="list-style-type: none"> 1. Analysis of the information gathered in the assessment 2. Meetings of the Consulting Team 3. Technical meetings with the ACS
G)	Validation of the Strategy <ol style="list-style-type: none"> 1. Distribution to ACS member countries 2. Receipt of comments and recommendations 3. Analysis and filtering of the information received 4. Validation with other sources 5. Presentation to the Special Committee on Transport
H)	Final presentation of the Strategy <ol style="list-style-type: none"> 1. Presentation to the ACS Ministerial Council 2. Socialisation of the Strategy

3.3 Expected schedule for the first year																								
Activities	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
A. Presentation of the profile	x	x	x																					
B. Validation of the profile				x	x	x																		
C. Acquisition of financing							x	x	x															
D. Preparation of the regional assessment										x	x	x	x	x	x									
E. Validation of the regional assessment																x	x							
F. Preparation and arranging of the strategies																		x	x	x				
G. Validation of the Strategy																					x	x		
H. Final presentation of the Strategy																							x	x

3.2 Physical means required

Hardware, Software, documentation on the Maritime Activity of countries and in general of the Greater Caribbean, which includes serial publications and the study of the structure of non regular lines done by the Organization of Eastern Caribbean States – OECS.

3.3 Expertise required in the consulting team

Maritime experts in the Greater Caribbean, with a minimum of five (5) years of practical experience in regional maritime – port activity. Command of at least English and Spanish. Must belong to an ACS member country.

3.4 Project Team

Three (3) Engineers /or Economists/or Maritime Masters with regional experience. Total of three (3). The executing team will have the capacity to sub-contract the occasional technical service that may be required to complete a specific aspect of the project, with no additional cost to the general budget approved.

3.7 Matrix of Responsibilities

The Secretariat will ensure the steps for obtaining the financing required to execute the project. The Consulting Team will guarantee the execution of the stages scheduled with the quality expected, in so far as the planned financing is being obtained.

3.8 Financing Matrix

Components	Estimated duration	Estimated cost
A	Three (3) Months	US\$ 5,000.00
B	Three (3) Months	US\$ 3,000.00
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H	Two (2) Months	US\$ 5,000.00
TOTALS	TWO (2) YEARS	US\$160,000.00

In order to reduce those costs, the execution team will exchange information by e-mail, conferences calls as well as any other means of obtaining official and bona fide information which will not require physical presence.

IV. PROJECT EVALUATION**4.1 Lessons learnt from related programmes**

Consideration will be given to experiences in the execution and implementation of similar projects undertaken in Central America and in any sub-region of the island Caribbean.

4.2 Lessons learnt from related programmes

Consideration will be given to experiences in the execution and implementation of similar projects undertaken in Central America and in any sub-region of the island Caribbean.

V. PROGRESS AND FINAL REPORTS

On a bi-monthly basis, reports will be submitted to the ACS Secretariat regarding the progress made in executing the various stages of the Project. Said reports will outline the activities developed and their results, the difficulties encountered and budget execution.

Once the execution of the final stage of the project is completed, a final report will be presented on the execution of the different activities planned, their results and the budget used.

The final report will be sent to the Secretariat and presented at the plenary meeting of the corresponding Annual Meeting of the Special Committee on Transport.