

Report of the vision and project planning workshop for Southern Grenadines Water Taxi Association and Carriacou Petite Martinique Water Taxi Association held on June 27-28, 2004, Carriacou, Grenada

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GRENADINES WATER TAXI OPERATORS VISION AND PROJECT PLANNING WORKSHOP

Seawave, June 27-28, 2004, Carriacou, Grenada

1 Opening

Virginia Fleary-Noel of Carriacou Environmental Committee welcomed everyone to the meeting and invited them to enjoy Carriacou, especially the Fisherman's Birthday Celebration for those who could stay over an extra day. She then invited the Presidents of the two water taxi associations to address the group. Mr. Monty Labourde of the Southern Grenadines Water Taxi Association (SGWTA) noted how pleased he and his fellow association members were to be able to take part in this workshop in Carriacou. He noted that the SGWTA had been formally initiated earlier in the year while the Carriacou and Petit Martinique Water Taxi Association (CPMWTA) had been established more recently. He wished them all the best with their new association.

Mr. Kim Bethel, President of the CPMWTA responded by also welcoming his fellow water taxi operators to the meeting and to Carriacou. He provided a brief background on the establishment of the CPMWTA, indicating that the organisation's purpose is to improve the quality of safety and service offered by their operators.

Dr. Robin Mahon, Centre for Resource Management and Environmental Studies (CERMES) University of the West Indies (UWI) then gave a brief background on events leading up to the meeting and explained how the meeting would proceed over the next two days. He also introduced Ms. Susan Mahon, Manager of Counterpart Caribbean which is implementing the project, and the resource persons, Ms. Naline Joseph, Customer Service Consultant; Mr. Roland Baldeo, Grenada Fisheries Division; and Dr. Patrick McConney CERMES, UWI.

Dr. Mahon explained that the present workshop was part of a larger project linking sustainable livelihoods activities in the Caribbean and the Pacific Islands. In the Caribbean there will be three pilot projects: one at Negril in Jamaica, one in Barbados and one in the Grenadines. The funds for these activities are being provided by the European Commission via the Foundation of the Peoples of the South Pacific International (FSPI) and the Caribbean component is being managed by Counterpart Caribbean. He noted that a project was initiated a few months earlier with a scoping mission to Carriacou and Union Island at which time meetings were held with water taxi operators from both areas and that many of the present participants would remember those meetings. The present workshop would then build on the ideas that emerged from those meetings. He highlighted the five key areas that were emphasized during those meetings:

1. Safe and secure boats
2. Good customer service and relations
3. Responsible and responsive organisations
4. Environmentally friendly approaches
5. Solidarity among groups

Dr. Mahon explained that the purpose of the present workshop was to develop these ideas further by elaborating a mission for the operators, their vision of what successful water taxi operations would look like several years in the future and the generation of a small number of project ideas that would enable the achievement of that vision. See Appendix 1 for the workshop agenda and Appendix 2 for a listing of the participants who took part.

To set the context for the session, the four Ps were then explained by Dr. Mahon as important features of the workshop:

- **Purpose** - The objectives of the session
- **Participation** - The contribution expected by the participants
- **Process** - The methods to be used including the timing of activities
- **Pay Off** - The anticipated benefits of this session for stakeholders

Dr. Mahon closed by introducing the workshop facilitator, Ms. Sharon Almerigi. He explained that the role of the facilitator was to guide participants through the 4 Ps using a variety of methods and approaches.

2 Methodology

The methodology for the session included the Technology of Participation Consensus Workshop Method for a series of workshops that clustered ideas from participants on a “sticky wall¹” so they could reflect on them and come to consensus. A dot prioritisation was used to find out where participants’ main interests were and small working group discussions were used to develop project ideas.

3 Workshop sessions

Three sessions, which took place on the first day, provided the data for developing a mission statement. (Both groups agreed to put together a combined statement rather than individual ones.) These sessions also offered participants the opportunity to interact and consider what is most meaningful to them as they develop their organisations. One session pulled together participants’ impressions about their organisations’ deep purpose (Figure 1), which answers the question, “What is our organisation’s reason for existing?” Another session, which used a round-robin brainstorm technique, listed the values the group deems important to remember as they work together (Figure 2). An additional session identified all of the stakeholders for the water taxi operators and the operator’s responsibilities toward those stakeholders (Figure 3). Once this data was organized and displayed a small team of volunteers met to put together the combined mission statement and slogan, which follow.

On the second day, participants reviewed the mission statement and with a few minor adjustments to the wording approved it as the combined mission statement for both water taxi associations.

3.1 Our mission and slogan

Our mission is

***‘To provide safe and reliable services in a friendly and courteous manner
as we protect our environment’***

Slogan

‘To protect and provide’

¹ A nylon sheet affixed to the wall and sprayed with a non-permanent adhesive so that cards with participants’ ideas written on them may be displayed and moved into clusters.

3.2 Our purpose

This workshop pulled together participant’s individual thoughts and feelings about the purpose of the organisation(s). Individual ideas were first grouped and then named by participants. The headings therefore show the groups’ consensus about the purpose of the water taxi associations.

To make a better living	Friendly & courteous relationships	Working together	Provide excellent reliable service	Safe transport	Preserving & protecting the natural environment
Lost livelihood More benefits Easier to make a living Economic instability	Education Togetherness Memorable experiences Customer friendly	Education Togetherness Ineffective communication Improved marketing Global network Organised bargaining	Quality service To provide a service Reliable service A reliable service Effective & efficient	Safe transportation Safety Increased safety at sea	For the benefit of future generations Environmental degradation To ensure sustainable development Protect our resources Education Preservation of the environment

Figure 1. Participant’s individual thoughts and feelings about the purpose of the organisation(s)

3.3 Principles and values for working together

Principle or value	Explanation
FAITH	Not giving up when the going gets tough
COMMITMENT	Going all out to see that it works
HONESTY	Don’t lie, steal or cheat
COOPERATION AND TEAMWORK	Working together and being willing to compromise
LEADERSHIP	Having strong leaders with discipline and knowledge
PRINCIPLES ABOVE PERSONALITIES	Your behaviour will support our Mission
FOLLOW THROUGH ON PROMISES	Keeping your word
COMMUNICATION	Sharing all forms of communication

Figure 2: The group identified the above principles and values as important for working together.

3.4 Water taxi operators’ stakeholders and their responsibilities to them

Hoteliers	Public benefit	Customers	Suppliers	Water taxi operators	Government
Transportation Good relationship Proper accommodation Advertisement	Community strength Responsible – garbage disposal	Ensure safety Timely request Be cooperative Make recommendations Customer safety Quality service Enjoyment	Increase in demand Education Expectation of quality, timely service	Effective communication Insurance Proper trained staff Marketing services Cooperative services Cooperative purchasing	Provide data on service Implement rules and regulations Taxis Foreign exchange

Figure 3. Participants identified the above stakeholder groups and listed below them the responsibilities that they have toward these groups.

3.5 Grenadines water taxi operators shared-vision

Next the group took part in a shared vision workshop where they identified their hopes and dreams for the future of the water taxi associations. The focus question for this session was, “What do we want to see in place in five years (2009)?” Participants brainstormed in their small groups and put their ideas on cards, which they passed forward to be organized on the sticky wall. The organising and naming process used on the first day was repeated and participants reached consensus on a shared vision for the Grenadines water taxi operators. Their consensus may be seen in Figures 4 and 5.



The shared vision

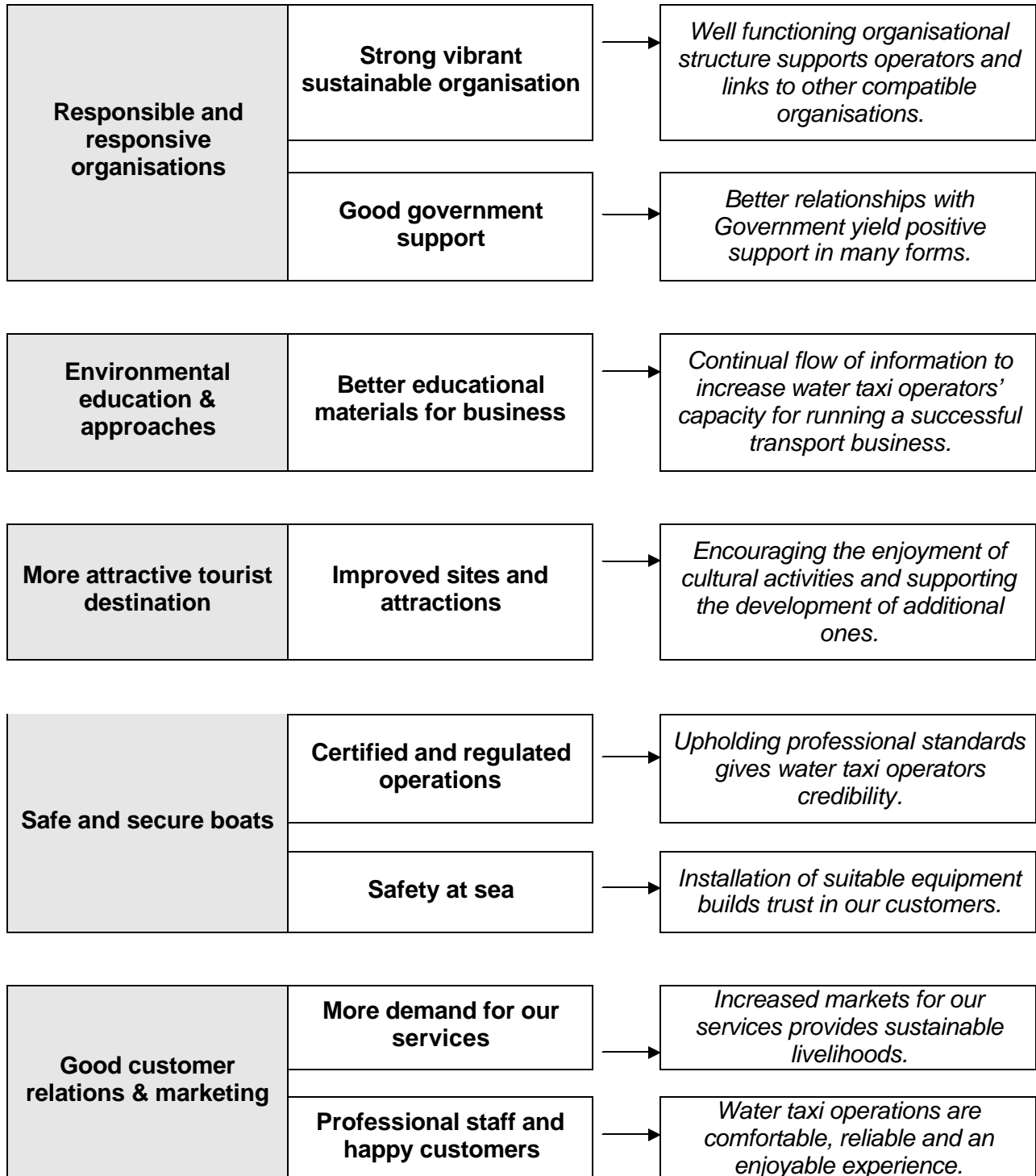


Figure 4. Summary of the shared vision for the two water taxi associations.

3.6 Grenadines water taxi operators shared-vision workshop

Responsible and responsive organisations		Environmental education & approaches	More attractive tourist destination	Safe and secure boats		Good customer relations & marketing	
Strong vibrant sustainable organisation	Good government support	Better educational materials for business	Improved sites and attractions	Certified and regulated operations	Safety at sea	More demand for our services	Professional staff and happy customers
<p>The best organized association (excellent structure)</p> <p>Strong organisation – good people</p> <p>Following established rules & regulations</p> <p>Inter-Island network</p> <p>Sustainable industry</p> <p>A model benchmark</p>	<p>Support from Government institutions e.g. marketing</p> <p>Concessions on all water taxi equipment from Government</p> <p>Government support, legislation for water taxis</p> <p>Shelter over the walkway from the jetty to the shore</p> <p>Government support – loans</p>	<p>Water taxi information bureau</p> <p>Proper documentation of the island's history</p> <p>Information pamphlet on water taxi</p> <p>Sharing environmental information with visitors</p> <p>Documented regulations for environmental protection</p>	<p>Social & cultural – music on the beach</p> <p>Historical sites clearly marked</p> <p>Maroon Village complete and functioning</p> <p>The path to historical sites indicated by pointers</p> <p>Toilet facility on Sandy Island</p> <p>W.T.A. involved in park management</p>	<p>All operators become registered members</p> <p>All boats and members registered</p> <p>Registration and identification of all operating boats</p> <p>Captain's license</p> <p>Navigation certificate for captains</p> <p>Captain certification in safety</p>	<p>Improved, better equipped boats</p> <p>Having all the necessary equipment</p> <p>Shop making available safety equipment</p> <p>First hand suppliers</p> <p>Insurance</p>	<p>Better connection to cruise ships market</p> <p>More cruise ships coming to the island</p> <p>More hotels running</p> <p>Increased yachting business</p>	<p>Staff trained in customer service</p> <p>Operators must be uniformed</p> <p>More & better operators in boat safety</p> <p>Well organized price structure</p> <p>Operators properly dressed</p> <p>Training in customer service</p> <p>Well trained staff.</p>

Figure 5. Detailed elements of the shared vision for the two water taxi associations.

4 Presentations

There were four presentations during the workshop. The first was by Wesley Alexander Thomas on behalf of his father Thomas ‘Scooby’ Alexander, a long time promoter of the establishment of a water taxi association in Carriacou and Petite Martinique. Mr. Thomas noted that his father was away and regretted that he could not be there to take part in the meeting. However, he sent his wishes for a successful and productive workshop and looked forward to contributing to the work of the associations upon his return later in the year.

Mr. Alex “Casper” Smith Secretary of the Southern Grenadines Water Taxi Association presented information on the implications of the upcoming agreements for small boat operators in St. Vincent and the Grenadines (Appendix 3).

Mr. Roland Baldeo, Fisheries Division, Grenada, presented similar information for Grenada. He also provided an overview of the registration and certification procedures for water taxis in Grenada (Appendix 4).

Ms Naline Joseph, Grenada Tourism Authority, presented information on the efforts that have been made by the Grenada Water Taxi Association to organise water taxis in Grenada (Appendix 5) and an overview of a possible customer service training module for Grenadines water taxi operators based on her work in Grenada (Appendix 6).

5 Project development

After the visioning workshop the group addressed some possible project activities they could undertake as next steps in their progress. To address these activities the group self-selected four working groups that would gather data for beginning project development in four key areas:

1. Environmental education,
2. Customer service training,
3. Safety at sea, and
4. Organisational strengthening.

The aim of the four working groups was to elicit the necessary data for writing “concept papers” that would ultimately be developed into proposals for project funding. This process had a two-fold purpose: to provide participants an opportunity to express their most urgent needs and to experience taking part in steps toward project development. Once the work of each group was completed the results of each team were reported to the whole group. Below is the data that was contributed by the four groups. The budgets that are presented are preliminary, developed in the meeting and are to be refined later.

5.1 Environmental educational project

5.1.1 Purpose

Education of water taxi operators about the natural environment, so that they can be better stewards of the environment from which they make their living and also so that they can inform their customers.

5.1.2 Activities

Participants in this workshop suggested effective methods to undertake environmental education, including:

- Educational programmes for schools and the general public;
- Workshops and training sessions for members of their water taxi associations; and,
- Distribution of films and printed materials (brochures, posters and adverts).

Of these methods, the training sessions for the members of the water taxi associations were agreed to be of the highest priority. “Learning by doing” was noted as the best approach.

The content of each training session was also agreed as listed below:

Doing Business without Polluting - two sessions covering:

- Solid waste
- Garbage
- Sewage
- Air pollution
- Noise

Natural Resource Management - one session covering:

- Renewable resources such as fisheries, corals, live shells, moss, sea fans,
- Non-renewable resources such as sand, shells, oil and natural gas

Good caretaking of our Business and the Environment – one session covering:

- Nature interpretation
- Being good caretakers

5.1.3 Schedule of sessions

The schedule of sessions (below) was proposed by participants at the workshop in light of the rhythm of their business which fluctuates according to the “tourist season”.

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Anti-Pollution session 1				Natural resource management session:	Anti-Pollution session (cont.)		Nature care session
					½ day: Pollution session in the field		Parks interpretation
Weekend (mid-Aug)				Beginning of the month	Mid-Jan Third week		Weekend Beginning of Feb
				2 Days	1 day		

5.1.4 Budget

Estimates of the relative costs associated with each training session were made by participants at this workshop (below) – to be refined later. Estimates included costs associated with logistics and production of training materials.

Item	Cost (US\$)
Anti-pollution training session	\$1,000
Natural resource management training session	\$4,000
Anti-pollution training session (continued)	\$1,000
Nature care and Interpretation training session	\$4,000
Contingency (10%)	\$1,000
Total	\$11,000

5.2 Customer service training project

5.2.1 Purpose

To enhance the product offered by water taxi operators in order to satisfy and exceed customer expectations.

5.2.2 Objectives

To:

- Improve communication skills
- Make the water taxi product more marketable
- Boost self confidence
- Improve negotiation skills
- Understand and respect other cultures and values

5.2.3 Duration

18 Months

5.2.4 Format

Three two-day workshops for thirty persons each:

- Two in Union Island
- One in Carriacou

Sessions

Session one - communication

- Communication skills (verbal and non-verbal)
- Appearances
- Understanding the customers and the service industry
- Customer care, anticipating, satisfying, and exceeding customer expectations

Session two - attitudes

- Creating the first impression
- Solving problems
- Teamwork

- Motivation and self-esteem
- Professionalism, quality Service

Session three - marketing oneself

- Tools for marketing
- Determining your key selling points
- Using the media

5.2.5 Budget

Item	Cost (US\$)
Workshop costs – \$500/workshop	\$1,500
Transportation and accommodation - \$2,500/workshop	\$7,500
Workshop materials - 3 @ \$250.00 each	\$750
Trainer’s fees - 15 days @ \$300/day	\$4,500
Contingency (10%)	\$1,425
Total	\$15,675

5.3 Safety at sea project

5.3.1 Purpose

To ensure that water taxi association members meet the safety and equipment competency standards for the Grenadine Islands

5.3.2 Participants

For approximately 150 boats (about 200 people) on three islands

5.3.3 Activities

Develop a “Distress Plan” for each water taxi association.

Deliver training on:

- Radio communication (VHF)
- Distress procedures
- Seamanship and navigation
- Rules of the Road
- Use of GPS
- First aid

This would be done using demonstration equipment acquired by the project for the water taxi associations.

5.3.4 Budget

Item	Cost (US\$)
Purchase two demo equipment kits	\$1,500
Hold six two-day training workshops	\$6,000
Safety information packs for trainees	\$200
Information on equipment supplies	\$300
Organisational support Recommendations for duty concessions Information on passenger liability insurance Pre-trip safety information training (customer service)	\$2,000
Contingency (10%)	\$1000
Total	\$11,000

5.4 Organisational strengthening project

5.4.1 Purpose

To provide capacity building training and office equipment/supplies to the Southern Grenadines Water Taxi Association and the Carriacou and Petite Martinique Water Taxi Association

5.4.2 Duration

18 months

5.4.3 Activities

Promote interaction between the two associations

- Produce a joint website that will advertise and promote both groups
- Hold three joint meetings of the Association's Executive Board at six month intervals and with a specific agenda

Training at the association level

- Accounting systems
- Secretarial systems
- Leadership, organisation and meeting skills
- Small business planning and management skills
- Action planning

Training at the individual level

- Setting goals
- Record-keeping

Assistance with Fee Standardisation

Acquire Office Equipment and Supplies

5.4.4 Budget

In-kind and other possible resources

- Members attend meetings at their own expense (transportation, etc.)
- Approach Governments for financial assistance in obtaining supplies
- Explore donated office space until the organisation can support this
- Use local (and free government) training where possible

Funds required:

Item	Cost (US\$)
Association level: Accounting systems -- two days for 10 persons plus one day in-house at each association	\$3,000
Association level: Record keeping – one-day in-house at each association	\$1,000
Association level: leadership, organisational and meeting skills – two-day workshop for 10 people	\$2,000
Association level: Small business planning and management skills – two-day workshop for 10 people	\$2,000
Association level: Follow up on accounting and record keeping – one-day one-day in-house at each association	\$1,000
Individual level: Planning and record keeping training – Two-day workshop in each of three locations @ \$1,500/workshop	\$4,500
Office equipment and supplies – 2 offices @ 2,000 each	\$4,000
Joint meetings of Association's executives – 3@\$500 each	\$1,500
Contingency (10%)	\$1,900
Total	\$20,900

Appendix 1. Workshop agenda

GRENADINES WATER TAXI ASSOCIATIONS MISSION/VISION AND PROJECT PLANNING WORKSHOP June 27-28, 2004, Carriacou, Grenada

- Rational aim:** To put together a vision of where the organisation will be in 5 years, a mission that defines the purpose, guiding principles for the organisation and 4-6 concept papers for the funding of projects.
- Experiential aim:** To understand the meaning of sustainable livelihoods. To generate unity of purpose and a spirit of cooperation among members of the three associations along with a sense of anticipation about their collective success.
- Format:** Small groups made up at the outset as intra-island groupings and evolving toward inter-island groupings as they begin to define actions and concepts.

Sunday - Mission and guiding principles

- 2:00 – 2:30 Introductions and anticipations
- 2:30 – 4:30 Sessions on:
- Purpose of the organisation
 - Key stakeholders
 - Guiding principles
- 4:30 – 4:45 Ask for volunteers to draft a mission statement on Sunday evening (can be immediately after this session or later)
- 4:45 - 5:00 Reflection and announcements for the next day
- 6:00 – 7:00 (Tentative) Mission statement volunteer group

Monday – Vision and project concepts

- 8:00 – 8:30 Breakfast
- 8:30 – 8:45 Prayer and welcome
- 8:45 – 9:30 Presentations
- 9:30 – 9:45 Review of mission statement
- 9:45 – 10:00 Break
- 10:00 – 11:30 Vision workshop
- 11:30 – 12:30 Concept working groups
- 12:30 – 1:30 Lunch
- 1:30 – 2:30 Concept working groups
- 2:30 – 3:15 Reports of concepts
- 3:15 – 3:30 Break
- 3:30 – 4:00 Dot prioritization of concepts
- 4:00 – 4:30 Reflection and next steps

Appendix 2. Participants

Name	Address		Telephone	Email
Kathleen Alexander	Beausejour	Carriacou	473-443-6622	
Simon Alexander	Clifton	Union Island	784-458-8421	
Wesley Alexander	Windward	Carriacou	473-443-6622	walexander@hotmail.com
Sharon Almerigi	48 Sunset Crest, St. James	Barbados	246-432-2011	salmerigi@caribsurf.com
Walton Babb	Ashton Village	Union Island	784-458-8779	
Roland Baldeo	Fisheries Division	Grenada	473-440-3831	
Martin Barriteau	Silver Beach	Carriacou	473-443-8977	balius2000@hotmail.com
Irving Bethel	Windward	Carriacou	473-443-6023	
Kim Bethel	Windward	Carriacou	473-443-7787, 417-6046	
Roby Delisle		Petite Martinique		
Foster Douglas	Bogles Village	Carriacou	473-443-6851	
Shanna Enoe	Bogles Village	Carriacou	473-443-8832	
Randolph Fleary	Hillsborough	Carriacou	473-443-8961	
Virginia Fleary-Noel	Beausejour	Carriacou	473-(wk) 443-8977, 459-5004, Cell: 459-5004	virgnoel2000@yahoo.com
Helen Forde		Mayreau	784-530-4764	
Patrick Forde		Mayreau	784-530-5605	
William Guadeloupe	Prospect Hall	Carriacou	473-443-6150, 8947	
Mathew Harvey	Ashton	Union Island	784-455-4185, 417-2621	
Jeremiah Jones		Union Island		
Montgomery Laborde	Clifton	Union Island	784, (wk) 458-8360, Cell: 526-4616	
Susan Mahon	Durants, St. James	Barbados	246-432-1282	smahon@caribsurf.com
Robin Mahon	48 Sunset Crest, St. James	Barbados	246-432-7415, (wk) 417-4570	rmahoni@caribsurf.com
Emmery Matheson	Belvue South	Carriacou	473-443-8611	
Patrick McConney	CERMES, UWI, Cave Hill, St. Michael	Barbados		
Max Nagel	Hillsborough	Carriacou	473-443-7882	
Naline Joseph	The Villa Estate	Grenada	473-442-5557	nalinejoseph@yahoo.com
Sherwin Noel	Harvey Vale	Carriacou	473-443-8162	
Ian Rhynd	Grand Bay	Carriacou	473-458-8552, (wk) 458-8252, Cell: 492-5110	
Ollie Rock		Petite Martinique	473-403-3077	
Wendell Rock		Petite Martinique	473-414-8272	
Casper Smith	Clifton	Union Island	784-458-8782, (wk) 458-8465, Cell: 445-1145	
Kennedy Stafford				
Evelyn Stewart	Dover	Carriacou	473-443-7142, 8320	wineaths@yahoo.com
Rondell Weekes		Union Island	784-458-8744	

Appendix 3. Report on water taxi operations in St. Vincent and the Grenadines

By Alex Casper Smith

REGISTRATION AND CERTIFICATION OF LOCAL FISHING BOATS IN ST.VINCENT AND THE GRENADINES

In 1986 a number of regulations for fishing boats were implemented. These were as follows:

REGISTRATION OF LOCAL FISHING BOATS PROCEDURES:

All local fishing boats shall be registered before they put to sea and the captain or owner must have a valid certificate of registration. Therefore, the owner must make an application for a certificate of registration through the Chief Fisheries Officer.

After the application,(see fisheries inspection form) the Chief Fisheries Officer must inspect the boat, satisfy that the boat is sea-worthy, and fit for its purpose. If so, he then issues the captain or owner with a certificate of registration.

The Chief Fisheries Officer must keep a register of every local fishing boat and records from time to time, the place of mooring or beaching of the boat.

No local fishing boats shall be operating unless such boat is inspected and has a valid certificate of registration. Therefore, the Chief Fisheries Officer may inspect without notice any local fishing boats to satisfy himself that such boat is sea-worthy.

Upon inspection, if a boat is not sea-worthy or unfit for the purpose of fishing, the Chief Fisheries Officer may cancel the certificate of registration of that boat.

OFFENCES:

If a local fishing boat is in contravention of its purpose, the owner, master and caterer each is guilty of an offence and is charged a summary conviction to a fine not exceeding EC\$200.

CHANGE OF OWNERSHIP:

If a boat with a valid certificate of registration is sold or changes ownership, the purchaser or new owner must notify the Chief Fisheries Officer within seven days of the name and address of the new owner. Also the certificate of registration issued for such boat must return to the Chief Fisheries Officer for cancellation. A new certificate of registration is then issued to the new owner.

ENFORCEMENT:

There are certain powers given without a warrant to any authorized officer whether he has reasonable grounds to believe that an offence has been committed. These are as follows:

- A) Stop, board and search any foreign fishing boats in the fishery waters and any local fishing boats in or outside the fishing waters of St. Vincent and the Grenadines.
- B) Examine any fishing net or other fishing gear whenever at sea or on land.
- C) Enter and search any premises other than a dwelling house where fish illegally taken are being stored.

D) Seize any boat with gear, stores and cargo or other fishing appliance which he had reasons to believe were used in the commission of the offence.

E) Seize any fish that has been caught in the commission of the offence.

Any boat seized, the crew and the boat are taken to the nearest or most convenient port. Therefore, no action shall be brought against any authorized officer in respect of anything done by him in good faith.

However, any person who obstructs assaults or threatens with violence any authorized officer in the exercise of his power is guilty of an offence and is liable of a fine not exceeding EC\$1000 or nine months in prison.

THE WAY FORWARD:

The Southern Grenadines Water Taxi Association held discussions with the Port Authority, Coast Guard and Tourism Authority personnel on measures that should be put in place for the safety and certification of small boats operators.

It was cleared that following the tragic events of September 11th, the International Organization IMO unanimously agreed to develop new regulations relating to the security of International Port facilities and ships. In December 2002, the Maritime Security Committee of the IMO introduced new provisions to the existing international convention for the safety of life at sea legislation 1974 SOLAS 74.

Therefore, by July 1st 2004, St. Vincent and the Grenadines will have to comply with the mandatory provision of the ISPS-(International Ship and Port Facility Security Code).

The ISPS Code and the enhanced SOLAS security provisions provide a standardized framework to detect and mitigate the threat of terrorism to international port facilities and shipping. The regulations will apply to all passenger ships, cargo ships, mobile offshore drilling units and port facilities serving such ships engaged on international voyages.

As a result of these regulations and mandatory provisions, the government of St. Vincent and the Grenadines has numerous responsibilities, just to give a few:

- a) Approval of security plans
- b) Verifying compliance with the provisions of the code
- c) International ship security certificates
- d) Statement of compliance for port facility
- e) Exercising control and compliance measures
- f) Security level -1 normal, level-2 heightened and level-3 exceptional

Appendix 4. Report on water taxi operations in Grenada

By Roland A. Baldeo

Licensing Authority

The Grenada Ports Authority (GPA) is the official licensing authority for all water taxis operating in Grenada, Carriacou and Petit-Martinique.

Period of license

Water taxis are required to be licensed before January 1st of every year and the license is valid for a period of one year expiring on December 31st.

Water taxi categories

Water Taxis are divided into two (2) main categories in Grenada.

1. Inshore Water Taxi: Operating between the Carenage, Grand Anse and BBC beach.
2. Charter Boats: Operating along the coast and small islands off Grenada such as Isla Rhonde, Sugar Loaf, Sandy Island etc.

Licensing a water taxi

- An application must be made to the Grenada Ports Authority.
- Each water taxi must have passengers insurance liability not less than \$50,000.00 EC per passenger before they can obtain a license.
- Each license will stipulate the maximum amount of passengers a water taxi can carry.
- Each water taxi must undergo an inspection before they can be licensed for the year. This inspection is done by the Marine Department of the GPA
- Registration number must be affixed to the port and starboard sides of boat.

Present requirements for inspection

- Secure storage for fuel tanks and fuel containers.
- Proper passenger hand rail.
- Life Jacket for each person.
- Seating comfort and layout.
- General seaworthiness and stability of craft.
- Life ring.
- General appearance of boat.
- Bailer / pump
- Proper electrical wiring.

Future inspection requirements

- VHF Radio
- Distress Flares.
- First Aid Kit
- Engine repair tools.

Change for water taxi soon

The Manager of the Grenada Ports Authority has informed all water taxi operators in Grenada that as from 2008, all water taxis must be fitted with diesel engines. No water taxi with gasoline engines will be licensed after that year.

Grenada Ports Authority fees structure for water taxi

Harbour craft carrying passengers on hire, fare or on a charter basis shall pay the following annual fees:

Passengers carrying capacity	Annual fees
2 -10 persons	\$300.00
11–15 persons	\$500.00
16-25 persons	\$750.00
26–50 persons	\$1,000.00
51 and over	\$2,000.00

Other harbour craft e.g. jet-ski, sun-fish and the like, which are made available for hire or on a charter basis, the owner /operator shall pay the following annual permit fees:

Passengers carrying capacity	Annual fees
1-5 such craft	\$250.00
6-10 such craft	\$400.00
10 such craft and over	\$600.00

Appendix 5. Report on the Grenada Water Taxi Association

By Naline Joseph

Grenada Water Taxi Association

- Made up of 12 members
- There is a President, Vice President, Secretary/ Treasurer, two members at large
- A monthly fee of EC\$15.00 is paid by all members. (Fee is used for the purchase of Tee-Shirt, to assist members in difficulty and pay operating fees.)
- Operate on a master list. First come, first leave.
- There are three caterers
- There are set fees:
 - Carenage to Grand Anse- \$2.00
 - To Point Saline \$ 5.00
- At the Grand Anse Jetty –GBT's Supervises the system to ensure it works smoothly.

Water taxi operational requirements set by the Grenada Board of Tourism

- No unauthorized persons will be allowed on the water Taxi Jetty, Carenage, during water taxi operations.- Cruise Season
- All operators must be in their boats until one of the designated caterers fills the boats, then they must leave the jetty.
- Only three caterers will be allowed to solicit passengers from behind the painted lines. (Names are specified)
- The President will substitute as a caterer when one of the designated 3 is unable to operate
- If six boats registered with the Grenada Water Taxi Association are present together with three non- members, then the queuing system will operate in the following manner- 2 Association boats/1 non-association /2/1/2/1
- All operators must dress neatly.
- Personal hygiene important
- Foot ware- Water proof sandals recommended
- Any boats overloaded will receive 1 verbal warning, then 1 written warning. After this the Grenada Ports Authority will revoke water- taxi licence
- Royal Grenada Police Force members will monitor the system. The Marine Department of the Grenada Ports Authority will assist when requested.

Standard requirements

- All operators must have Ports Authority Licence/Certification and registered with the Fisheries Dept.
- Conditions for renewal of licence state that the Registration Number/Carrying Capacity must be painted on the boat- 6 inches high & painted in red.
- Grenada Board of Tourism training- customer services
- Ministry of Fisheries& Ports training on Safety and Security
- Must have passenger liability insurance.\$EC 60,000
- Boats must be equipped with rails, lifejackets, radio, flares and other safety devices.

General principles and standards strongly recommended for any association (draft)

Watersports regulations

All operators must have

- Port Authority Licence/Certification
- Fisheries Licence (where applicable)
- Tourist Board Licence (where applicable)
- Certification/ Coxswain Certificate
- Public Liability Insurance

Employees' Requirements

- Life Guard License or Rescue Diver's Certificate
- Survival and Rescue; Able-Bodied Seaman's Certificate
- Valid Diving Certificate (where applicable)
- Certificate of Competency (Coxswain's Certificate)
- Work Permit (for non-nationals where applicable)
- Fishing License (where applicable)

Guidelines and general principles

1. Water sports operations should meet the most stringent requirements of safety, health and environmental codes.
 - a. Approved type life jacket for each person on board.
 - b. Specified flares
 - c. Anchors
 - d. Oxygen for dives (where applicable)
2. First Aid equipment, emergency and safety procedures must be in place at all times. Communication links must be established with authorities to deal with emergencies.
 - a. Assorted Red Cross supplies stored in water tight containers
 - e. Supply of drinking water
3. The Grenada Tourist Board must certify/license all operations before any activity is offered.
4. All vessels must be licensed by the Port's Authority or Fisheries Department (where applicable.)
5. All operators and employees must be trained in rescuing procedures, first aid and CPR and possess valid certification. Employees must be provided with current information and training relevant to the services offered.
6. Activities may only be permitted in areas allotted or zoned for a particular activity.
7. All crafts/vessels must be seaworthy, structurally and mechanically sound and meet the requirements set out in the Department, Grenada Ports Authority)
8. Operators and employees are permitted to accept gratuities from passengers but shall not solicit or demand any such gratuities
9. Operators must be courteous and helpful to all passengers and if found to be abusive, discourteous or rude while on duty shall be liable to disciplinary action by Grenada Board of Tourism or its appointed agents.

10. Management and employees must conform to moral and ethical practices in all respects. Management Programmes should include regular audits of the facilities and equipment to ensure that quality standards are maintained. All users of the sea must be environmentally conscious and comply with the national and international environmental protection laws and regulations.

Environmental considerations

- All users of the sea must be environmentally conscious and comply with the national and international environmental protection laws and regulations.
- No dropping of boat anchors is allowed in Marine Parks. All boats must use reef-mooring buoys when visiting the reef.
- Removal or destruction of any coral or shells dead or alive is prohibited.
- No standing on, or touching of, the coral reef is allowed.
- Feeding of fish is prohibited.
- A certified and licensed divemaster or instructor must accompany scuba divers.
- Tampering with or destroying fish pots is prohibited and punishable by law. Report lost “ghost” traps or those damaging the reef to the Marine Park office.
- The use of poisons, chemicals, or explosives is prohibited.
- There should be no littering or discharging of foreign substances in the water.
- When snorkeling or scuba diving, do not kick up the sand or stand on or around the coral.
- Use the bathroom, not the sea. Human waste contains nutrients that fertilize nuisance algae which smother the reef.
- When taking underwater photographs, remain on the surface or just above the reef. Do not lean on hold or grab the reef to get a good shot.
- Use only waterproof sunscreens wash and lotion, some sunscreens wash off in the water and become a pollutant.
- Pick up any trash you find and place it in a garbage can.
- Boaters; do not pump your bilge over the reef.
- Clean up oil in your boat by soaking it up with newspaper and throwing it away in a garbage bin. Do not dump used or other oils in the sea.
- Keep your boat engine well serviced.
- Pollution from smoke, oil and gas causes long-term damage to marine life.

Appendix 6. Overview of a possible customer service training module for Grenadines Water Taxi Operators

By Naline Joseph

PURPOSE

To establish a water taxi association in the Southern Grenadines incorporating members from Bequia, Mayreau, Canouan, Carriacou, Petit Martinique, etc.

OBJECTIVES

- To provide professional service to customers – internal and external
- To protect and preserve marine resources
- To assist membership economically and socially
- To foster good business relationships among businesses involved in Tourism
- To be the bargaining agent for negotiation among islands with respect to issues such as immigration, customs, and other regulations
- To assist in resolving problems among membership
- To facilitate a search-and-rescue system
- To negotiate for discounts on supplies for membership

Need: In order for such an association to be successful there is a strong need for a Customer Service Training Programme for the Southern Grenadines Water Taxi Association and the Carriacou/Petite Martinique Water Taxi Association

Context: “Today the majority of businesses worldwide are service businesses - people-to-people businesses. Businesses that depend for their livelihood on the quality of service offered by their people.” *FCCA Handbook on Service Excellence*

Four reasons why customer service counts like never before

1. Customers have lots of choices
2. Customers have high expectations
3. Businesses face competition and productivity pressure
4. We are all customers

CUSTOMER SERVICE TRAINING TOPICS

Customers

- Who are customers and types of customers?
- Understanding today's customers
- Needs and wants of customers
- Meeting and exceeding customer expectations

Service industry

- What are the components of the Tourism Industry?
- Understanding the industry – understanding the competition
- How does a water taxi operator fit in?
- Meaning of S.E.RV.I.C.E.

Appearance

- Personal hygiene and dress
- Inspiring confidence and trust

Communication

- Verbal – tone of voice and speech
- Telephone – answering and taking messages
- Barriers to communication

Professionalism

- Who is a professional?
- What constitutes professional service?
- Understanding the customer needs, morals and ethics, honesty, value for money, unhurried service
- Unprofessional behaviour – overcharging and stealing, poor service, soliciting

Attitude

- What is an attitude?
- Positive and negative attitudes
- How to attain and maintain a positive attitude
- Consequences of negative attitudes

Creating a good first impression

- Why is a good impression important and lasting?
- How can a bad impression destroy a customer's holiday?
- Creating a lasting impression

Solving customers' problems by thinking L.A.S.T. first

- Steps
- Exercise in employing L.A.S.T. first
- Customer with problems can lead to a disruptive customer
- Formula for disaster – “building a monster”
- Consequences of disruptive behaviour
- Taming the beast