



▶ people, ideas, opportunities ▶ MPA turns 15 ▶ new swap execution facility

SINGAPORE  
maritimeweek  
2011

**PEOPLE  
IDEAS  
OPPORTUNITIES**  
10-15 APRIL 2011

Organised by



The Maritime  
and Port Authority  
of Singapore

For more information, visit [www.smw.sg](http://www.smw.sg)

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**publisher**



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# The Maritime and Port Authority of Singapore celebrates our 15<sup>th</sup> Anniversary



MPA turned 15 on 2<sup>nd</sup> February 2011, and we have created a microsite as a platform to celebrate our 15 years of achievements.

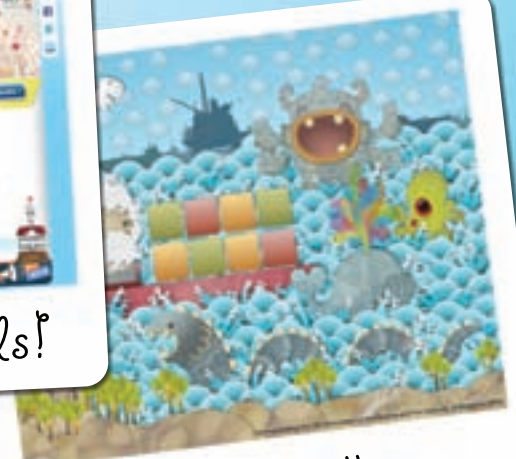
In this site, you'll find **highlights** of MPA's achievements over the years, as well as **interactive** features such as the Port Controller Game. In celebration of all things maritime, we will be running **photography competitions** with a specific theme each time around. Visit [www.mpa15.sg](http://www.mpa15.sg) and experience what we have in store for you!



*Fun & Games*



*Celebrate With Us!*



*Exclusive Wallpapers*

[www.mpa15.sg](http://www.mpa15.sg)

# People, ideas, opportunities

Singapore Maritime Week (SMW) has come around again this April. As it has grown in size and importance since the inaugural event in 2006, we put the spotlight on how SMW has developed, as well as a couple of SMW 2011 highlights in our main feature. We also speak to some of the people working hard behind the scenes to make this event happen.

Read about two award winners in this issue: Choo Chiau Beng, Chief Executive Officer of Keppel Corporation and one of the winners of the 2009 Singapore International Maritime Awards, is profiled in Personality; and Tan Soon Chye, a harbour pilot with PSA Marine

and winner of the 2011 Pilotage Incentive Award, is featured in Maritime Careers.

2011 marks MPA's 15th Anniversary, and in this 15th issue of *Singapore Nautilus*, we reflect on some of our achievements and how the maritime landscape has evolved over the years.

You can find out more about SMW at [www.smw.sg](http://www.smw.sg) and MPA's 15th Anniversary at [www.mpa15.sg](http://www.mpa15.sg).

*wee shann*

executive editor



## New Certificate of Competency programme for budding seafarers



► Aspiring seafarers can now look forward to a new opportunity to upgrade their skills in areas such as navigation, operation of bunker tankers and passenger vessels through the new Certificate of Competency or CoC (Special Limits) programme launched by the Maritime and Port Authority of Singapore (MPA), in collaboration with the National Trades Union Congress' Employment and Employability Institute (e2i) and the Singapore Workforce Development Agency (WDA).

The programme will not only prepare seafarers to perform the required tasks on board ships, but also help them secure placement with potential employers even before they start training.

Seafarers can now look forward to serve on board ships operating up to the "special limits". As the ships ply near Singapore, seafarers can minimise having to engage in long international voyages, thus reducing the time spent apart from their families.

The programme has been developed in close consultation with industry players such as the Singapore Shipping Association (SSA) and the Singapore Maritime Officers' Union. This new programme will see 60 trainees over the next two years.

"The new CoC (Special Limits) allows seafarers to enjoy the flexibility of serving shorter voyages and addresses the industry's needs for more Singaporeans and PRs to join the harbour craft industry," said Mr Lam Yi Young, Chief Executive of MPA.

The Singapore Maritime Academy will be the inaugural training provider for this programme beginning in April 2011.

MPA, in partnership with e2i, WDA and SSA's affiliated bunkering companies, will collectively contribute over \$2.3 million in support of the CoC (Special Limits) programme. The funds will go towards the course fees and training allowances of the candidates.

## MPA hosts students from the World Maritime University

► Maritime officers from 11 countries came to Singapore on a study trip from February 21 to 25, 2011 to learn more about Singapore's port management. Hosted by the Maritime and Port Authority of Singapore (MPA), the 13 students from the World Maritime University (WMU) Masters of Science (Port Management) programme underwent a course that complemented their learning with a first-hand understanding of port operations and management in Singapore.

The 11 countries represented were India, Bangladesh, Indonesia, the Maldives, Nigeria, Paraguay, Sierra Leone, Thailand, Turkey, Yemen

and Vietnam. The group was led by Mr Daniel Seong-Hyeok Moon, International Maritime Satellite Organisation's Chair Professor, who teaches port management, operations and logistics at WMU.

During the five-day programme, the students gained insights from MPA officials on developing and managing the port industry and maritime cluster.

"Their visit to Singapore's port has given them first-hand experience in port management and a holistic understanding of managing ports," said MPA's Group Director (Hub Port Cluster), Capt M Segar, who is also an alumnus of WMU.



*To Serve Human Well-Being And  
Create Wealth At The Same Time*



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- Dry Bulk Shipping • Wet Bulk Shipping • Ship and Crew Management
- Marine and Offshore Engineering • Newbuilding and Technical Consultancy Services
- Resources • Logistics • Real Estate/Lifestyle • Investments



## Maritime Learning Journey



The Maritime Learning Journey programme was conducted for the National Education branch of the Singapore Ministry of Education.

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## Visit by Australia's Border Protection Command



MPA welcomed Australia's Border Protection Command, led by Commander RADM Tim Barrett.



## Visit by US Department of Defense



Delegation from US Department of Defense, led by Assistant Secretary of Defense for Research and Engineering, Hon. Zachary Lemnios, visits MPA.

## Visit by Japanese Ambassador



HE Yoichi Suzuki, Japanese Ambassador to Singapore, calls on Mr Lam Yi Young, Chief Executive of MPA.

## Visit by Norwegian Parliament



Delegation from the Norwegian Standing Committee on Transport and Communications visits MPA.



## Visit by Ghana Ports and Harbours Authority



MPA hosted a delegation from the Ghana Ports and Harbours Authority, led by Hon. Alhaji Collins Dauda, Minister for Transport.



# WAVING FLAG

TODAY, THE SINGAPORE REGISTRY OF SHIPS (SRS) IS RANKED AMONG THE WORLD'S TOP 10 LARGEST SHIP REGISTRIES, WITH A FLEET OF ABOUT 4,000 VESSELS. THE REGISTRY ALSO HAS ONE OF THE YOUNGEST FLEETS AMONG THE TOP 10 REGISTRIES, WITH AN AVERAGE AGE OF NINE YEARS.



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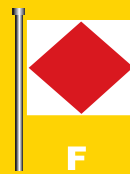
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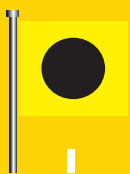
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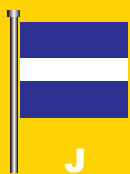
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N

With a quality fleet backed by a responsible and efficient maritime administration, Singapore has established itself as one of the most reputable flag states in the world. Building on the belief that “quality begets quality”, the SRS is dedicated to bringing in reputable shipowners and operators to expand its fleet of quality vessels.

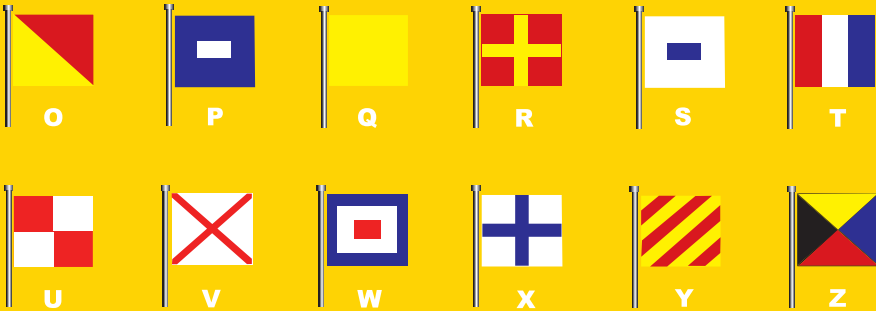
Situated at one of the major crossroads for seaborne trade, Singapore is the preferred port of call for more than 130,000 vessels which total some 1.8 billion gross tonnes annually. As a global hub port with a gateway to Asia, Singapore boasts a rich diversity of maritime products and services.

The strong and unique tripartite partnership between the Maritime and Port Authority of Singapore (MPA), the maritime industry and the unions has fostered a pro-business environment that has attracted many top shipping groups, reputable shipowners, operators and maritime ancillary services to establish their operations in Singapore.

As the flag administration of the SRS, MPA is committed to promoting and adhering to the highest standards of shipping, as well as implementing effective monitoring and enforcement mechanisms that promote safe and clean shipping. This is proven by its fleet’s good safety records and the registry’s adoption and compliance with the International Maritime Organization’s (IMO) international standards for shipping. The steady growth of the SRS, from 43.7 million gross tonnes in 2008 to 48.8 million gross tonnes in 2010 during the economic downturn, attests to the effectiveness and efficiency of MPA’s administration and the “quality flag” strategy (of the Singapore flag as a reputable one) it employs.

Being a national entity, the SRS





ABOVE: INTERNATIONAL MARITIME SIGNAL FLAGS

The SRS fleet has a reputation for low Port State Control (PSC) detention rates with the Singapore registry being **included** in the “white lists” of two major PSC regimes – the Paris and Tokyo MOUs.

enforces strict ownership requirements for Singapore-registered ships. Only ships owned by Singapore-incorporated companies are accepted into the SRS.

In 2008, Singapore successfully completed the Voluntary IMO Member State Audit Scheme (VIMSAS). While MPA regulates the SRS fleet, shipowners and operators of Singapore-flagged ships are responsible for ensuring their ships are well-run and are in accordance with IMO standards. The VIMSAS results provide added confidence to Singapore-flagged shipowners and operators as they know their ships are well-regulated.

Due to Singapore’s responsible and effective maritime administration, the republic is often approached to provide technical assistance in the IMO Third Country Training Programme, which promotes safe and secure international shipping and is supported by MPA.

The SRS fleet has a reputation for low Port State Control (PSC) detention rates with the Singapore registry being included in the “white lists” of two major PSC regimes – the Paris and Tokyo Memorandums of Understanding (MOUs).

The Paris and Tokyo MOUs provide a benchmark that ascertains SRS’ position among the world’s top ship registries.

These memorandums also seek to establish effective PSC regimes to ensure ships comply with international regulations.

SRS is now part of the United States Coast Guard’s Qualship 21 programme, an initiative which is intended to reward operators of quality non-US registered vessels which visit ports in the US. This is a result of SRS vessels having low detention rates during PSC inspections when they call at the US ports.

In recognition of their good PSC performance and being registered under a responsible flag, Singapore-registered vessels which are eligible for this programme can expect fewer PSC inspections when they arrive at US ports.

The SRS also harnesses technology to meet with the demands of a large growing merchant fleet. The Mercantile Marine Office uses a Crew Information System to process crew documentations. Through the system, paper-based Certificate of Endorsement forms can be converted to electronic forms, and applicants will be able to track online their Certificate

of Endorsement status or whether their applications have been received.

### The Future Ahead

Shipping remains a highly competitive and fast-paced industry. The strong partnerships that MPA has developed with shipowners, operators, maritime unions and international maritime communities have contributed significantly to the success.

Moving forward, these partnerships will continue to be strengthened to meet the challenges of the ever-evolving shipping industry in a conducive environment. With its growing fleet, the SRS will have to transform further to become even more effective in monitoring the health of its fleet, and be more efficient in meeting the demands of administering ships which trade around the world.

Singapore will continue to concentrate on building a sustainable shipping industry that values the safety of seafarers and the protection of the marine environment. This is a mark of a quality ship registry, and the SRS will keep working with its partners to ensure their ships continue to fly the Singapore flag high.

▸ Cleartrade Exchange has been hard at work gearing itself to be a fully operational Swap Execution Facility in Singapore ever since the Monetary Authority of Singapore (MAS) accorded it the status of a Recognised Market Operator (RMO).

“Being one of the first exchange venues to be primarily regulated by MAS, we were additionally cautious. We had to make sure we covered all the angles and

requirements. Though it was a lengthy process, we are delighted to have been granted approval. Receiving the RMO status ahead of our competitors certainly puts us in an advantageous position,” says Ray Ang, Operations Director of Cleartrade Exchange.

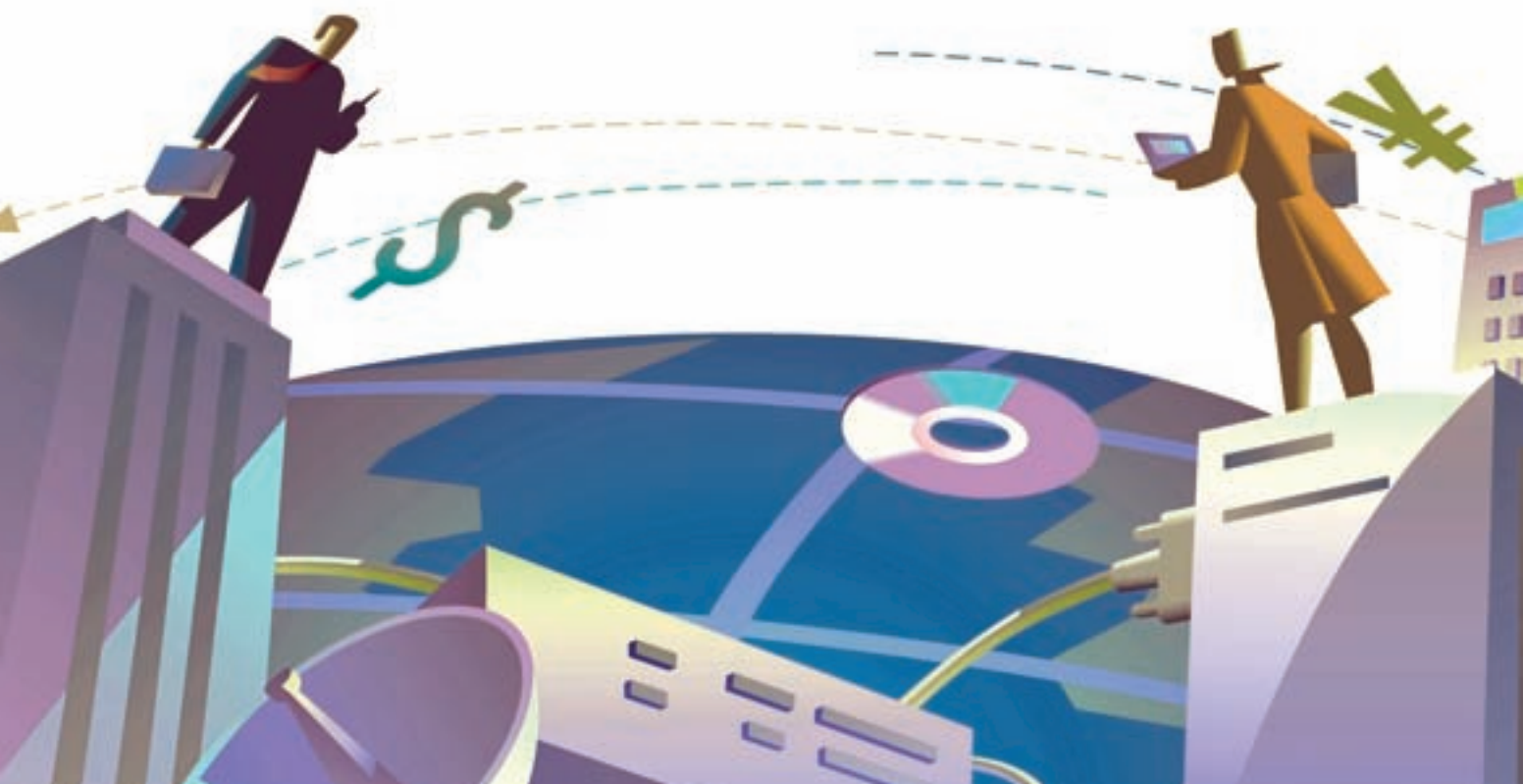
Cleartrade Exchange was conceptualised amid the economic downturn between 2008 and 2009, when global seafreight markets were drastically

hit, and many businesses either went bust or reneged on contracts. There was an increasing need for a central counterparty for both execution and clearing.

At the back end, the market shifted from a 60 to 70 per cent bilaterally executed one to an above 98 per cent over-the-counter (OTC) cleared market. With that came the paradigm shift towards electronic trading screens. Traders wanted better price transparency,

# CLEAR AND PRESENT TRADE

PROVIDING AN ELECTRONIC GLOBAL MARKETPLACE FOR OVER-THE-COUNTER FREIGHT AND COMMODITY DERIVATIVES, CLEARTRADE EXCHANGE IS STARTING OPERATIONS IN SINGAPORE AND AIMS TO BE THE EXECUTION VENUE OF CHOICE. BY THAVA RANI



a more straightforward price discovery and the anonymity an electronic trading screen accorded them.

“That’s where Cleartrade Exchange comes in. We want to offer a marketplace for OTC commodity products and to be the execution venue of choice,” remarks Ang, who assisted in pioneering the set-up in Singapore.

**The location of choice**

Setting up their headquarters in Singapore, closer to where the underlying market trades, was a strategic move on Cleartrade Exchange’s part, Ang reveals.

“There’s a lot of growth in the OTC commodity products category here in Asia. For example, the current traded paper product volume for iron ore swaps is about 30 to 40 million tonnes a year, but the actual underlying seaborne traded market is estimated to be over 800 million tonnes this year. The bulk of that is transported from either Australia or Brazil to China. So we see a lot of potential in growing the paper market here because that’s where the underlying market is.”

MAS’ well-recognised regulatory jurisdiction was another reason Cleartrade Exchange chose to locate its operations in Singapore.

Working closely with MAS and the Singapore authorities since announcing their set-up in February 2010, Ang values

the good relationships that have been built, and appreciates the help MAS has rendered the firm thus far. Inputs from the Maritime and Port Authority of Singapore (MPA) have also been equally valuable, he highlights.

“To keep abreast of the latest developments in shipping, we need to work hand in hand with MPA. We’re very happy with the relationship that has been established so far and hope to continue building on it,” he says.

**Quick and efficient trading**

Cleartrade Exchange members can trade dry bulk Forward Freight Agreements (FFAs), iron ore swaps and fertiliser derivatives. While the bulk of the business lies in FFAs, Ang believes the latter two possess huge potential as there is a “very big underlying market and the paper product trading is still in its nascent stage”.

As an OTC commodity marketplace, Cleartrade Exchange does not plan to restrict itself to the aforementioned

products. It intends to expand to include other asset classes as well, and take advantage of the developing new markets in related commodity products such as steel, coal and grains.

Trading members, who include inter-dealer brokers, principal and investment traders, will have access to direct and open-screen trading that provides real-time processing. While there are other similar initiatives evolving, Cleartrade Exchange sees itself as a marketplace rather than simply an electronic screen provider.

“We’re open to clearing houses, independent software vendors and end clients, and are happy to provide the venue for people to trade. By opening up to more people, we hope to achieve as liquid a market as possible,” says Ang.

Besides offering an order management and processing platform, Cleartrade



Exchange has support systems in place that enable it to provide value-added services which include credit filter technology and straight-through processing, shares Ang.

"The clearing and settlement aspects in the OTC commodities market are currently still very tedious processes involving many manual stages. With credit filter technology and straight-through processing, trades executed through us go directly to nominated clearing houses. It is a much smoother process now."

Powered by the proprietary Baymarkets Edge OTC trading platform, Cleartrade Exchange will be able to provide a sophisticated end-to-end system which offers a good deal of flexibility because it allows quick and secure deployment for companies using the existing infrastructure.

Ang notes: "This greater level of market access, along with the accompanying transaction speed and automation, offers enhanced operational efficiency to members, which may well be an industry first for the freight and OTC swaps commodity markets."

Still, there is a constant battle going on to have liquidity in the market and be the leading execution screen provider, reveals Ang. Along the way, Cleartrade Exchange shares that keeping an open line of communication with its clients has gained it much support from the industry.

"We have been listening closely to feedback and made changes to the platform, so it can be configured to the best interest of our clients. We have also tried to make our processes as simple as possible. Hopefully, these measures will attract more people on board and give us

the competitive advantage," says Ang.

Coming at a time when the actual paper or derivative market is not as established as some of the other futures markets (it has yet to catch up with the rapidly progressing underlying market), Ang sees great potential for a lot more products to enter the trade.

"There are not enough derivative products to cater to the needs of people in the shipping market, so they can fully hedge their exposure. Hopefully, with us providing this platform, more liquidity will come in and that'll help the introduction of newer products. It will help the users hedge their risks better as well," he says.

For now though, Cleartrade Exchange will be looking to start the ball rolling by beefing up staff numbers and beginning full-scale operations of its marketplace as soon as it can.



**Members can trade dry bulk Forward Freight Agreements (FFAs), iron ore swaps and fertiliser derivatives. As an OTC commodity marketplace, Cleartrade Exchange does not plan to restrict itself to the aforementioned products.**

Ray Ang, Operations Director, Cleartrade Exchange



# SMMW SET TO WOW

DRIVEN BY THE MARITIME AND PORT  
AUTHORITY OF SINGAPORE, THE  
SINGAPORE MARITIME WEEK CELEBRATES  
ALL THINGS MARITIME AND REFLECTS  
SINGAPORE'S DYNAMISM.

BY RAHITA ELIAS





► Singapore's premier maritime event, Singapore Maritime Week (SMW), is set to once again wow the global maritime and shipping community. The iconic maritime extravaganza, which will be held between April 10 and 15, will host a stellar cast of industry luminaries and feature an extensive range of exciting conferences, dialogues, exhibitions and social events.

### A promising 2011

A cornerstone of SMW is the exclusive Singapore Maritime Lecture, which will be held on April 13 at Fullerton Hotel. The lecture will be delivered

by Nils Smedegaard Andersen, Group CEO of A.P. Moller – Maersk A/S. While there will be no free flow of beer from the former CEO of Carlsberg, industry heavyweights and decision makers will gather to listen to what Andersen, who heads a global conglomerate that runs one of the world's largest shipping companies, has to share.

Sea Asia 2011, a maritime conference and exhibition, will return for its third showing from April 12 to 14. The three-day conference and exhibition promises to showcase a diverse range of products and services, with vast networking opportunities

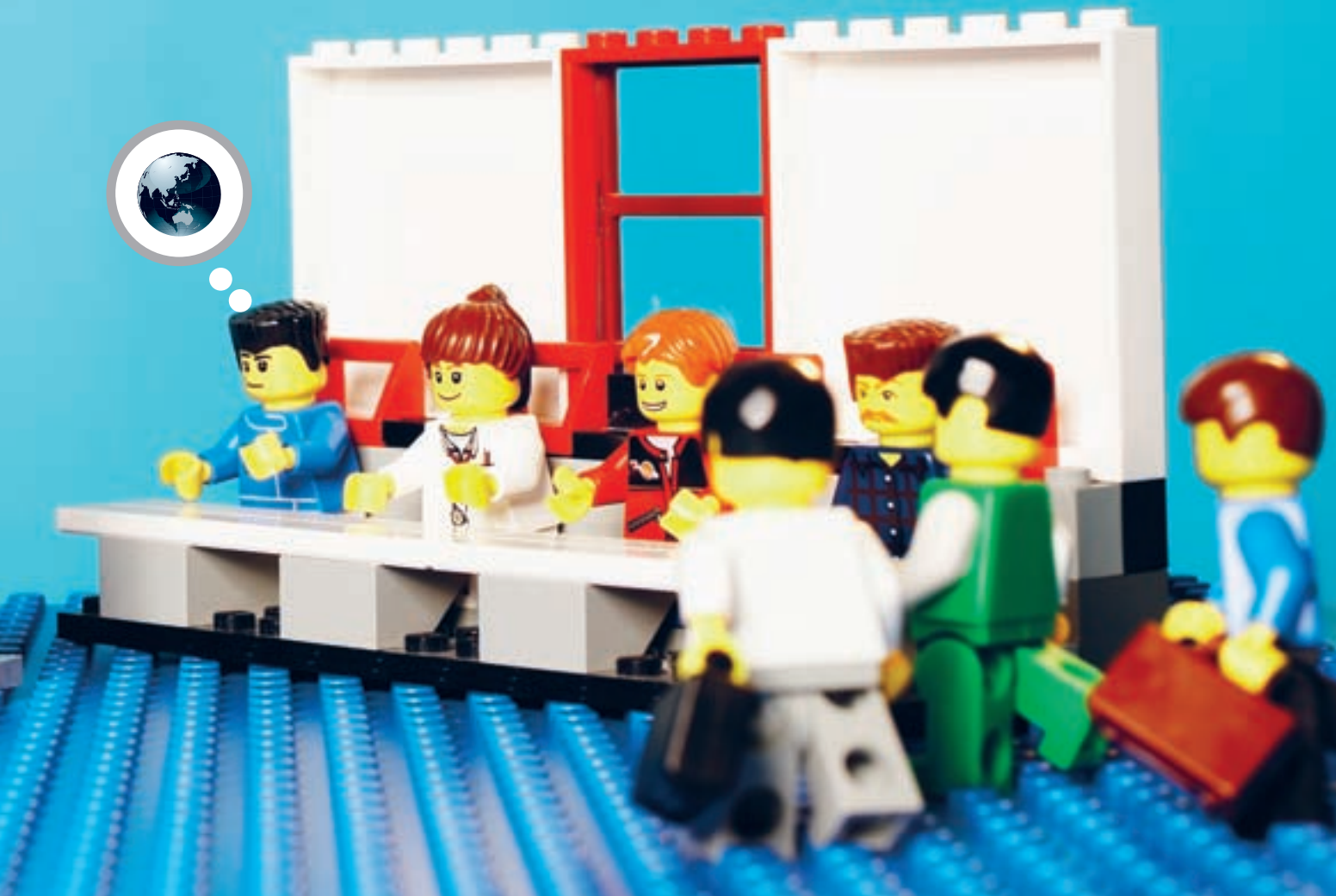
and the chance to learn from conference sessions led by influential speakers such as SS Teo, Managing Director of Pacific International Lines and President of Singapore Shipping Association, Eng Aik Meng, President of APL and Andreas Sohmen-Pao, CEO of BW Group.

The prestigious Singapore International Maritime Awards (IMA) will also be held in conjunction with SMW 2011. The awards recognise individuals and companies for their contributions to Singapore's development as a premier global hub port and international maritime centre.

The biennial IMA will be

held on April 12 at Shangri-La Hotel. The glittering ceremony will play host to luminaries from leading local and international shipping and maritime-related companies. Past IMA winners include Global Energy Trading for the Bunker Award, Ocean Tankers for the Singapore Registry of Ships Ship Owner of the Year Award, and BW Group for the Corporate International Maritime Centre Award.

SMW participants can also look forward to the three-day International Chemical and Oil Pollution Conference (ICOPCE), which will start on April 11. Since the issues of risk and liability are now more



important than ever for the maritime industry, ICOPCE provides a timely platform for stakeholders to debate emerging challenges in the safe transportation of oil, chemicals and petrochemicals. Its highlights include an interactive spill simulation role play, international case studies and industry dialogues.

The International Maritime-Port Technology and Development Conference (MTEC) 2011 will feature prominent keynote speakers who will share their views and experiences on the latest developments, technologies, practices and trends on current topics such as green port and shipping, and offshore and marine technology. In addition, the MTEC 2011 exhibition will feature the latest research and development, technological products, systems as well as services.

MTEC is jointly organised

by the Maritime and Port Authority of Singapore (MPA), National University of Singapore and Nanyang Technological University, and co-organised by the Port of Rotterdam and Delft University of Technology.

Beyond the industry, SMW also seeks to engage the general public and the young through a host of outreach activities.

Before the official launch of the event, MPA launched an SMW Postcard Design Competition that challenged budding artists to express Singapore-related maritime moments on a series of postcards, with the theme Your Postcard Perfect, Maritime Moments.

MPA will also be reaching out to the public through a maritime exhibition to be held at the Suntec City Entertainment Centre Atrium from April 5 to 10. The exhibition will showcase

**When SMW was inaugurated in 2006, the idea was to reinforce Singapore's attraction as a major Asian maritime hub, and draw global maritime organisations to organise their meetings and activities here.**

the local maritime scene by displaying exhibits representing the various facets of Maritime Singapore.

**From strength to strength**

When SMW was inaugurated in 2006, the idea was to reinforce Singapore's attraction as a major Asian maritime hub, and draw global maritime organisations to organise their meetings and activities here. And by

facilitating conferences and dialogues to be held during SMW, MPA helps to encourage the exchange of ideas and knowledge of port and maritime matters.

The inaugural SMW featured nine main events – some of which were held in Asia for the first time. For instance, when the International Maritime Organization (IMO) celebrated the World Maritime Day at





its London headquarters and in Singapore in 2006, the Lion City became the first Asian country to host this event.

Over the years, SMW has grown from strength to strength. While it drew some 2,900 participants in 2006, SMW 2010 attracted 4,800 participants and some 12,000 visitors to its photo exhibition held at VivoCity.

Luminaries continue to helm the Singapore Maritime Lecture, with the first one delivered by Singapore's Minister Mentor Lee Kuan Yew. Since then, the lecture has been delivered by IMO Secretary-General Efthimos E. Mitropoulos, BW Group Chairman Dr Helmut Sohlen and COSCO Executive President and CEO Capt Wei Jia Fu.

Sea Asia dropped anchor in Singapore in 2007. This premier maritime exhibition and conference is jointly organised by Singapore Maritime Foundation (SMF) and the UK-based Seatrade.

On the decision to hold Sea Asia here, Seatrade Chairman Chris Hayman tells *Singapore Nautilus*: "Singapore has emerged as a major centre for the maritime industry, so it's a very good meeting place for people

from around the region, Europe and America."

SMF Chairman Michael Chia explains the idea behind Sea Asia, saying: "It was first conceptualised as an iconic maritime show that Singapore can develop over time to elevate our status as a leading international maritime centre. As Singapore strives to develop itself as a leading Asian maritime hub, we feel that a physical manifestation to showcase Singapore's multi-faceted maritime sector and capabilities is vital."

Sea Asia has grown in tandem with SMW, and accolades have come as a reflection of that growth.

SMW 2008 was named Trade Conference of the Year at the Singapore Experience Awards hosted by the Singapore Tourism Board, while Sea Asia 2009 bagged the Exhibition of the Year award a year later.

#### Behind the scenes

SMW's success can be attributed to the various committees and individuals working hard to ensure everything is in order.

Kwek Yuanheng, Assistant Manager (R&D), MPA, comments on the run-up to MTEC: "As the conference

draws near, it is satisfying to see the programme come to fruition. Organising MTEC has been a great learning experience for me, and has helped me build up my PR and project management skills."

Planning for the Piracy and Sea Robbery Conference is Lee Yin Mui, Assistant Director (Research), ReCAAP Information Sharing Centre. She sees the overall journey as a process demonstrating the spirit of ReCAAP – one of shared responsibilities and enhanced cooperation. "I am blessed to have a group of responsible and committed colleagues, both local and foreign secondees within the research department as well as in the other departments, who have tirelessly contributed towards the organisation of the conference. The co-organisers of the conference, namely the Baltic and International Maritime Council, International Association of Independent Tanker Owners, NATO Shipping Centre and the S.Rajaratnam School of International Studies, have also been forthcoming in their cooperation and contributions."

The Singapore Shipping

Association's (SSA) Young Executives Group will celebrate their fifth birthday this year with a reception during SMW.

Michael Tan, from Ince & Co and a volunteer of the SSA Young Executives Group, says: "It's challenging when the group is supported primarily by volunteers from various companies, but everyone has chipped in wherever they can and that goes a long way towards a successful event. I certainly hope this fifth anniversary celebration can be a landmark occasion for the association."

Muchamed Elfian Harun, Manager (Corporate Communications), MPA, shares his experience of coordinating SMW: "It has been an interesting journey for me since I first started organising SMW in 2008. Even as we are working on SMW 2011, we are receiving queries from parties that are interested to organise or affiliate their events with next year's SMW, which will be held from April 23 to 27, 2012."

With all the hard work put in to ensure an extensive menu of exciting events for SMW 2011, and with thousands set to gather here to network, this will certainly be a week to remember.

**Building on the success of past SMWs, SMW 2011 will again feature a line-up of international conferences, seminars, dialogues, exhibitions and social events. SMW will continue to be a key platform for people to gather, exchange ideas and network.**

Lam Yi Young, Chief Executive, MPA



April 5-10, 2011

**Maritime Exhibition @ Suntec City**

VENUE Suntec City  
Entertainment Centre Atrium  
Time: 11am - 9pm

Sunday, April 10, 2011

**Launch of 6th Singapore Maritime Week**

VENUE Suntec City  
Entertainment Centre Atrium  
Time: 2pm

Monday, April 11, 2011

**International Chemical and Oil Pollution Conference (ICOPCE)**

VENUE Resorts World Sentosa  
Time: 9am - 5pm

**Maritime Learning Journey**

VENUE Various Maritime Installations  
Time: 9am - 3pm

**FPSO Conference**

VENUE Resorts World Sentosa  
Time: 8am - 5pm

**Offshore Support Vessels Conference**

VENUE Resorts World Sentosa  
Time: 8.30am - 4.30pm

**Sailors Society Asian Challenge**

VENUE TBA

Tuesday, April 12, 2011

**Sea Asia 2011**

VENUE Marina Bay Sands  
Conference hours: 10am - 5pm  
Exhibition opening hours: 10am - 6.30pm

**International Chemical and Oil Pollution Conference (ICOPCE)**

VENUE Resorts World Sentosa  
Time: 9am - 5pm

**Singapore International Maritime Awards**

VENUE Shangri-La Hotel  
Time: 6pm

**Maritime Learning Journey**

VENUE Various Maritime Installations  
Time: 9am - 3pm

**FPSO Conference**

VENUE Resorts World Sentosa  
Time: 8am - 5pm

**Offshore Support Vessels Conference**

VENUE Resorts World Sentosa  
Time: 8.30am - 4.30pm

**Maritime Logistics International Forum**

VENUE Singapore Maritime Academy, Singapore Polytechnic  
Time: 9.15am - 2pm

**The Oxford Bunker Course (Advanced)**

VENUE Swissotel Merchant Court  
Time: 9am - 5pm

Wednesday, April 13, 2011

**Sea Asia 2011**

VENUE Marina Bay Sands  
Conference hours: 9am - 5pm  
Exhibition opening hours: 10am - 6.30pm

**International Chemical and Oil Pollution Conference (ICOPCE)**

VENUE Resorts World Sentosa  
Time: 9am - 5pm

**International Maritime Port Technology and Development Conference**

VENUE Grand Copthorne Waterfront Hotel  
Time: 9am - 9.30pm

**5th Singapore Maritime Lecture**

VENUE Fullerton Hotel  
Time: 4.30pm - 6.30pm

**Maritime Learning Journey**

VENUE Various Maritime Installations  
Time: 9am - 3pm

**International Sportsweek for Seafarers**

VENUE Yio Chu Kang Stadium and Sports Hall  
Time: 5pm - 10pm

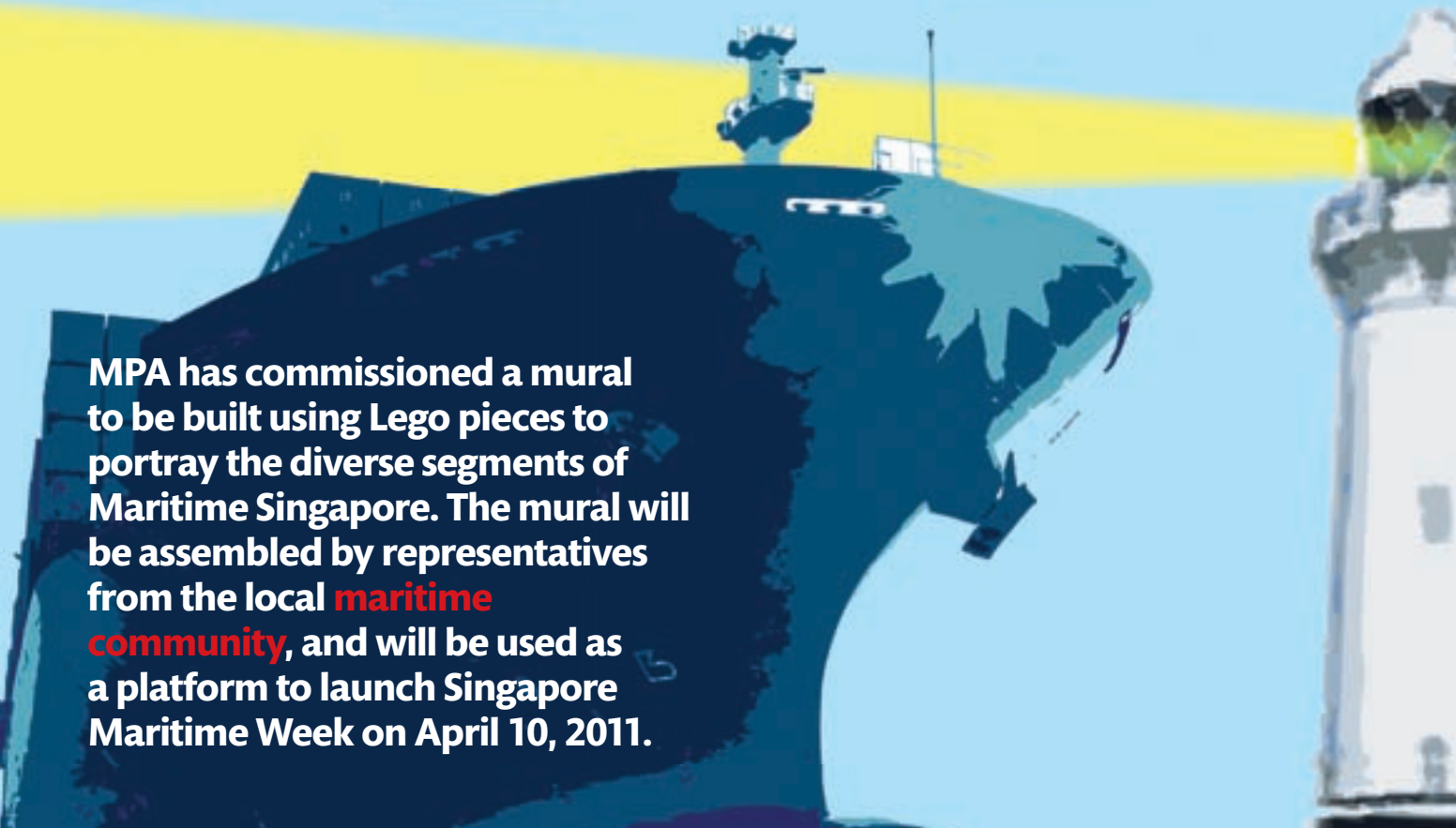
**SSA Young Executives Group 5th Anniversary Reception**

VENUE eM by the River @ Gallery Hotel, Robertson Quay  
Time: 6pm - 9.30pm

**Offshore Support Vessels Conference**

VENUE Resorts World Sentosa  
Time: 8.30am - 4.30pm

MPA has commissioned a mural to be built using Lego pieces to portray the diverse segments of Maritime Singapore. The mural will be assembled by representatives from the local **maritime community**, and will be used as a platform to launch Singapore Maritime Week on April 10, 2011.



**Maritime Logistics International Forum**

VENUE Singapore Maritime Academy, Singapore Polytechnic  
Time: 9.15am - 2pm

**The Oxford Bunker Course (Advanced)**

VENUE Swissotel Merchant Court  
Time: 9am - 5pm

**Petrospot Bunker Seminar: LNG - the Future Fuel for Shipping?**

VENUE Swissotel Merchant Court  
Time: 9am - 5pm

**Petrospot Bunker Seminar: Managing Credit Risk**

VENUE Swissotel Merchant Court  
Time: 9am - 5pm

**Petrospot Security Seminar: Maritime & Port Security - Securing the Supply Chain**

VENUE Swissotel Merchant Court  
Time: 9am - 5pm

**FPSO Conference**

VENUE Resorts World Sentosa  
Time: 8am - 5pm

Thursday, April 14, 2011

**Sea Asia 2011**

VENUE Marina Bay Sands  
Conference hours:  
9am - 5pm  
Exhibition opening hours:  
10am - 5pm

**International Maritime Port Technology and Development Conference**

VENUE Grand Copthorne Waterfront Hotel  
Time: 9am - 9.30pm

**Maritime Learning Journey**

VENUE Various Maritime Installations  
Time: 9am - 3pm

**International Sportsweek for Seafarers**

VENUE Yio Chu Kang Stadium and Sports Hall  
Time: 5pm - 10pm

**Piracy and Sea Robbery Conference 2011**

VENUE Marina Mandarin Hotel  
Time: 8.30am - 5pm

**Singapore Shipping Conference**

VENUE Fullerton Hotel  
Time: 9am - 6pm

**The Oxford Bunker Course (Advanced)**

VENUE Swissotel Merchant Court  
Time: 9am - 5pm

**Sailors Society Drink Reception**

VENUE Singapore Cricket Club  
Time: 6pm - 9.30pm

Friday, April 15, 2011

**International Maritime Port Technology and Development Conference**

VENUE Grand Copthorne Waterfront Hotel  
Time: 9am - 5pm

**Maritime Learning Journey**

VENUE Various Maritime Installations  
Time: 9am - 3pm

**International Sportsweek for Seafarers**

VENUE Yio Chu Kang Stadium and Sports Hall  
Time: 5pm - 10pm



# MARIT



REGULATORY AND MARKET-DRIVEN SOLUTIONS MAY BE THE WAY TO DEAL WITH PORT AND SHIPPING-RELATED ENVIRONMENTAL ISSUES, AS DISCUSSIONS WILL SOON GET UNDER WAY AT MTEC 2011. **BY VINCENT WEE**

► The latest developments and innovations in port and maritime technology will be the focus of the International Maritime-Port Technology and Development Conference (MTEC) 2011. This year's edition, to be held from April 13 to 15 in conjunction with Singapore Maritime Week, will be the third in the MTEC series of conferences held alternately in Singapore and Rotterdam.

MTEC 2011 is jointly organised by the Maritime and Port Authority of Singapore, Nanyang Technological University and National University of Singapore, and co-organised by the Port of Rotterdam, Delft University of Technology and the Singapore Maritime Academy.

The conference will be divided into four broad themes covering green port

and shipping, port planning and development, port operations and technology as well as offshore and marine technology. Speakers will offer views and share their experiences on the latest developments, technologies, practices and trends.

#### Green thinking

Among the more prominent presentations will be the address by DNV President,

Tor Svensen on the hot topic of environmental concerns and shipping. His address, titled Trends of Green Issues and Impact on Shipping and Ports, will focus on the issue of emissions from shipping.

Svensen admits that both regulatory and market-driven solutions are still a long way off. However, he will present various options to deal with the problem and open it to industry players to discuss





which will be the most effective.

To begin with, Svensen believes the issue of air emissions in shipping can be divided into two categories that will require different solutions. For the first category, he classifies the oxides of nitrogen and sulphur (NO<sub>x</sub>, SO<sub>x</sub>) and particulate matter as pollutants that affect the local environment around

ports and the inshore areas near them. To this effect, the emissions control areas (ECAs) that are already in place in much of Western Europe (and due to come into effect in North America next year) will do much to help address the problem. The best solutions are also through localised means such as exhaust gas cleaning or switching to cleaner fuels.

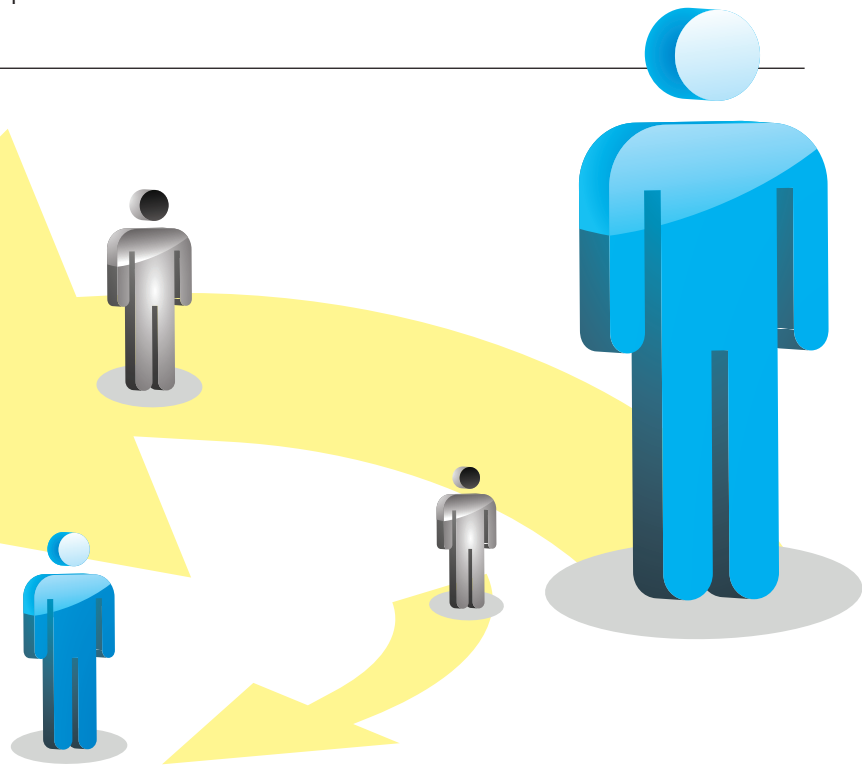
CO<sub>2</sub> emissions go into

the second group, which is a global issue and requires more macro solutions. Svensen sees that the most effective way to deal with CO<sub>2</sub> is to reduce emissions through technical and operational means.

In addition, systemic mechanisms such as the rising cost of oil will also give firms a natural incentive to implement these reductions faster and on a larger scale.

The buzz in the shipping community, on the other hand, is about the use of market-based mechanisms. Svensen sees the use of these as challenging because reductions cannot be guaranteed through the implementation of taxes or emissions trading alone. A more likely solution put forth by Svensen is the emergence of a combination of market and regulatory-based

**The conference will be divided into four broad themes covering green port and shipping, port planning and development, port operations and technology as well as offshore and marine technology.**



systems, of which some will have a regional reach while others will be global.

For CO<sub>2</sub> emissions, Svensen stresses the importance of working towards global solutions through the International Maritime Organization (IMO).

**Cracking difficult problems**

Other key presentations will discuss green shipping from the perspective of container lines as well as ship designers. APL's President of the South Asia region Goh Teik Poh will give the views of one of the world's top container lines regarding the various initiatives and responses of the shipping industry to the green challenge.

Seoul National University's Kim Yonghwan will discuss the various technical issues involved in the design of large commercial ships, with a particular emphasis on ultra-large container vessels.

Meanwhile, on the port

planning and operations side, Ronald Paul, Managing Director of the Port of Rotterdam's new, groundbreaking Maasvlakte 2 project, will share some of its highlights. Maasvlakte 2 is designed to be one of the most sustainable and innovative new port developments in the world. In its design and construction, the effects on the marine environment have been thoroughly planned and taken into consideration. Paul will share how some of these initiatives and innovations will be turned into reality when the port becomes operational in 2013.

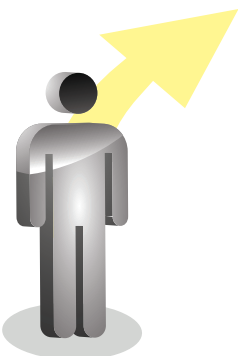
At MTEC 2011, there will also be discussions on risk management as well as research findings on the various means to generate renewable energy from marine resources.

The segment on risk management will be of particular relevance as it will discuss the infamous BP blowout in the Macondo field

in the Gulf of Mexico. Peter Marshall from the National University of Singapore's Centre for Offshore Research and Engineering will discuss the technical chain of events leading to and following the explosion.

Against a backdrop of various recent environmental disasters, Marshall will analyse the trade-offs that people must all make as a rational way to allocate scarce resources, and how we can prevent similar incidents from happening with adequate risk management.

And finally, the Norwegian University of Science and Technology's Torgeir Moan will look at how new solutions for producing clean and renewable energy can come from the marine environment. He will have a particular emphasis on wind power as an energy-generating source with the greatest potential, while discussing the use of waves and tidal currents as other possible sources of energy too.



# NAVIGATING INTO NEW FRONTIERS



WE LOOK IN ON CHINA NAVIGATION COMPANY LIMITED, A FIRM WITH OVER 100 YEARS OF HISTORY, A YEAR AFTER IT CONSOLIDATED ITS HEAD OFFICES UNDER ONE ROOF IN SINGAPORE. BY JACQUELINE CHIA

▶ China Navigation Company Limited's (CNCo) presence in the shipping industry speaks of a long history. Founded by Englishman John Samuel Swire in 1872 to operate a small fleet of paddle steamers on China's Yangtze River, the company has

grown exponentially over the last century, widening its variety of shipping services to include the transportation of containers, bulk, break-bulk and project cargoes to major ports all over the globe, and the design and operation of tailor-made bulk logistics solutions for

the company's charterers.

Today, the company sails mainly from Asia to the South Pacific, but with connecting services extending its network to Europe, North America, the Middle East and the Indian subcontinent.

CNCo consolidated its

head offices in Hong Kong, Sydney and Auckland to Singapore in 2009 as part of a restructuring move to deal with the global financial crisis. Apparently, the move was in the works for a long time, and the crisis just pushed the company to put those plans into action.

**We are very focused on the environmental and fuel efficiency of any vessel that we build or buy. We put a lot of effort into the design of the ship - the choice of equipment, in particular, the main engine, has to come with as efficient a unit as we possibly can.**

Richard Kendall, Managing Director, CNCo



"Until 2009, the cost of bringing the whole organisation together and the potential tax charge of moving assets out of one jurisdiction into another had prevented us from doing so," says CNCo Managing Director Richard Kendall.

The move to relocate its head offices to Singapore, and not to Hong Kong where the company had been operating for the longest time, stems from the fact that a large part of the services CNCo provides goes through Singapore.

At the core of CNCo's activities is its competitive engagement in the liner trade. Currently, CNCo has a growing interest in the bulk shipping sector and the company is looking forward to expanding its fleet too.

#### Green fleet

While Kendall sees that challenges remain for the bulk shipping sector over the next few years because of an

over-tonnage problem, he believes the worst is over for the shipping industry. This belief is reflected by CNCo's recent order and purchase of an additional eight multipurpose vessels that will be added to its currently operated fleet of 31 vessels by 2013, bringing its total number of owned vessels to 26 in the process.

What CNCo also considered was the reality that some of its vessels were getting considerably older. The company's new fleet of ships will be designed with a number of significant environmental measures in mind. The new ships will operate on fuel-efficient engines and reduce the amount of greenhouse gases and particles from their exhausts too.

CNCo is eager to ensure that its business impacts the environment as insignificantly as possible. A few years ago, the company partnered the scientific

community in the Swire NOCS Ocean Monitoring System programme, which is an effort to capture data from remote areas of the globe where the oceans' interaction with the atmosphere is largely unknown.

Kendall feels that all green initiatives have the potential to become a large part of the shipping industry's modes of operation, and would work best if such eco-friendly measures are legislated by global bodies and the various port authorities.

"Investments in ship design research are equally vital in reducing the industry's carbon footprint – the ship must be designed to withstand appropriate conditions out at sea," explains Kendall.

And when it comes to implementing protocols and maintenance programmes, he stresses the importance of rigorous training for the crew.

"A lot of accidents at sea are caused by human error. It is an issue for the industry as a whole to ensure the people we have acquire the best of training to enable them to tackle any unusual circumstance," explains Kendall. "Equally important are the programmes we have implemented at CNCo to educate our staff in the awareness of personal safety, and to reduce the injury incidence rate on board ships," he adds.

Despite the recent turmoil in the industry over the past couple of years, Kendall remains optimistic in his long-term outlook. "Shipping is by far the most cost- and carbon-efficient mode of transport," he comments. "As long as there is growth in world trade, there is a positive future for the industry, and I expect both CNCo and Singapore to be at the centre of such an opportunity."



• The Maritime and Port Authority of Singapore (MPA) as we know it today is the result of a bold decision in 1996 to merge the functions of the Marine Department, the National Maritime Board and the regulatory functions of the then Port of Singapore Authority (PSA) into one statutory board under the Ministry of Communications

at that time. The Marine Department, under the Ministry of Communications then, was in charge of all matters related to merchant shipping activities such as the registration and safety of ships, employment of seafarers, certification of seafaring officers and coordination of maritime search and rescue.

The National Maritime Board, meanwhile, was a non-government organisation which looked after the welfare and training needs of seafarers and the interests of the maritime industry.

PSA was the regulatory agency for all port and marine facilities and services then. After these regulatory functions were absorbed

into MPA in 1996, PSA was corporatised and became the main port operator in Singapore.

This marked a paradigm shift in Singapore's maritime industry and port operations landscape and represented a forward-looking approach to the developments that were to take place rapidly over the next decade or so. With one





move, there was a central body to address all the current needs of the industry and anticipate future demands as the sector evolved. Along with this was the tacit recognition by the authorities that more resources had to be dedicated to this key area of Singapore's economy.

And this has proven to be prescient as MPA's role has

expanded vastly in that time from a largely regulatory role to being the current lead agency that spearheads the promotion and development of the Port of Singapore and the Republic's maritime industry. It is responsible for advancing Singapore on the global maritime stage too.

As MPA celebrates its 15th anniversary this year, we can

look back on how the Port of Singapore has grown into a global hub port with many accolades to its credit, like the Best Seaport in Asia and Top Bunkering Port, among others.

#### Roles and milestones

Singapore's port is connected to 600 ports in 123 countries through 200 shipping lines, and continues to be one of the

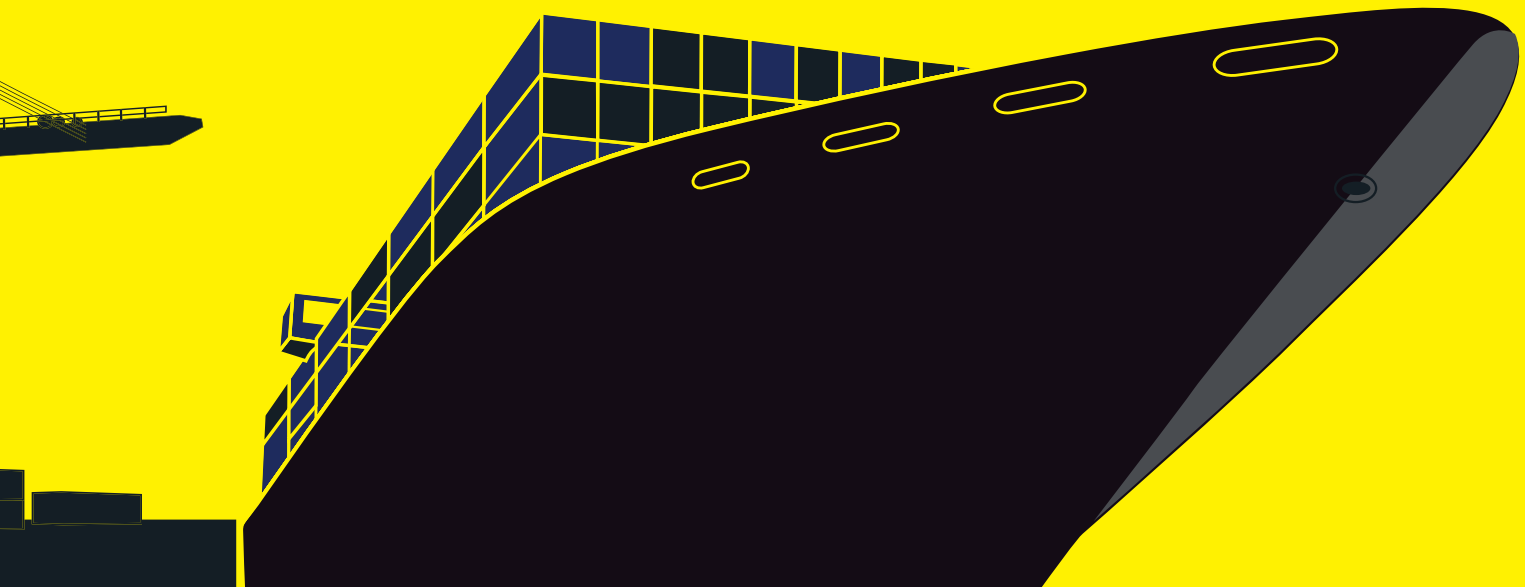
world's top container transshipment ports. Servicing the needs of such a vast and diverse market is no mean feat and MPA takes an active role from policy formulation to implementation and operation, to enable the port to function at its best.

MPA has had to keep pace with the rapid developments in the maritime industry.

# AND GOING STRONG

SET UP AS A BODY TO STREAMLINE AND MANAGE THE MARITIME INDUSTRY, THE MARITIME AND PORT AUTHORITY OF SINGAPORE HAS, IN THE 15 YEARS SINCE ITS INCEPTION, TAKEN MARITIME SINGAPORE TO GREATER HEIGHTS.

BY VINCENT WEE



**As MPA turns 15 this year, it is a good time to remember the many achievements of the past and appreciate the work of all who have enabled this to happen.**



While MPA regulates and licenses port and marine services and facilities, it also works closely with industrial partners to stay competitive and keep Singapore's hub port position strong.

Among the other lesser-known roles MPA undertakes is ensuring the safety, security and environmental protection of the ships and seas around Singapore. It works with the enforcement agencies to put in place tight security measures that ensure Singapore's port is free of piracy and other threats such as terrorist attacks.

Other steps MPA has taken to enhance the safety and security of ships include the commissioning of phase two of the radar-based Vessel Traffic Information System (VTIS) at Tanjong Pagar Complex in 1996, the opening of a second Port Operations

Control Centre (POCC) in 2000 and the implementation of the Harbour Craft Transponder System (HARTS) in 2005. A new POCC at Changi will further augment navigational safety and vessel management in our port waters in 2011.

MPA also monitors Singapore's waters and guards against pollution from passing ships, while staying prepared to deal with any incidents.

Examples of MPA's quick response capability include the 1997 collision between oil tankers *Evoikos* and *Orapin Global* in the Singapore Strait which resulted in the worst oil spill in Singapore and the region. MPA was the lead agency coordinating the clean-up efforts, and in three weeks, over 28,000 tonnes of heavy marine fuel were cleared. More recently, the collision between the tanker *Bunga Kelana 3* and the bulk

carrier *Wally* resulted in 2,500 tonnes of crude oil being spilled and this was cleaned up within a week.

In terms of navigational safety, MPA is also leading in efforts to keep the seas around us safe. It conducts maintenance dredging of fairways and anchorages, provides aids to navigation and charts Singapore's waters to keep Singapore's safe port reputation secure.

Like what can be expected of a Singapore organisation, MPA is an early adopter of information technology, and makes the best use of it to change the way the maritime community interacts.

For example, Marinet, an MPA-developed, integrated e-commerce system, was introduced in 1999 which helped simplify previously tedious tasks.

Singapore has now

become a full-fledged international maritime centre that occupies a key place in the Asian market with its wide range of services.

Among its key initiatives is the Approved International Shipping Enterprise (AIS) scheme launched in 1991 that has attracted over 110 international shipping groups to Singapore.

This has been expanded to include other areas of the maritime industry. Through this combination of incentives and recognition, MPA has built up the shipping ecosystem in Singapore to one that is broader-based and more diversified.

An International Maritime Organization (IMO) Council Member since 1993, Singapore plays an active role in the IMO to contribute towards the IMO's goal of safe, secure and efficient



shipping. MPA conducted the first training course under the Singapore-IMO Third Country Training Programme MOU in 1999. The Director-General of MPA was elected in 2001 as Chairman of the IMO Council.

MPA works with organisations such as the Singapore Maritime Foundation to reach out to the public, with the aim to promote the importance and appeal of the maritime industry through events such as the annual Singapore Maritime Week.

MPA has become one of the main agencies to address the issue of manpower

shortage in the maritime sector. Through the \$50 million Maritime Cluster Fund and the Integrated Simulation Centre that were both set up in 2002, MPA helps to ensure there is a pipeline to meet the industry's manpower needs. It has been instrumental in establishing tertiary level courses to prepare graduates for the maritime industry, including the Graduate Diploma in Maritime and Port Management which has been offered at the National University of Singapore (NUS) since 2002 and the Bachelor and Master of Science in Maritime Studies which has

been available at the Nanyang Technological University (NTU) since 2004.

The importance of innovation has not been forgotten too. At the heart of this is the \$100 million Maritime Innovation and Technology (MINT) Fund set up in 2003. The Maritime R&D Advisory Panel was formed in 2002 and comprises industry experts to advise and guide MPA in its research strategy. Research centres have also been set up in collaboration with NUS and NTU, while tie-ups with various partners both locally and abroad are expected to boost innovation

and research in the sector.

MPA also committed \$200 million in 2010 to promote maritime research, education and training by setting up the Singapore Maritime Institute. This was done in partnership with the Agency for Science, Technology and Research (A\*STAR), the Economic Development Board and tertiary institutions.

Among the activities MPA is organising in conjunction with the anniversary celebrations is a microsite ([www.mpa15.sg](http://www.mpa15.sg)) commemorating the occasion, as well as a 15th Anniversary coffee table book.

singaporenautilus



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*Singapore Nautilus* is the quarterly corporate publication of the Maritime and Port Authority of Singapore. Reaching out globally, the magazine covers the latest maritime-related news and initiatives in Singapore, and provides a platform for thought leaders to share ideas on international maritime trends and developments. You can sign up for a free subscription to *Singapore Nautilus* by e-mailing us at [SN\\_subscribe@mpa.gov.sg](mailto:SN_subscribe@mpa.gov.sg)

CHOO CHIAU BENG, CEO OF KEPPEL CORPORATION AND CHAIRMAN OF KEPPEL OFFSHORE & MARINE, SHARES WITH SHERALYN TAY ABOUT STEERING THE COMPANY TOWARDS SUSTAINABLE GROWTH.

# AT THE HELM

**Your appointment came about the same time as the global financial crisis – so it must have been a major challenge. What were some of the key things that kept you and the company afloat?**

Much of Keppel's success today as a total solutions provider is due to the continuous investment and building up of our technology and talents over the years. We pressed on with our efforts even in the worst of times.

When the crisis struck in early 2009, my first priority was to review our cash flow and commitments to ensure the company had the financial strength to make it through the downturn. We were fortunate that in the five years preceding the slowdown, Keppel was performing well, securing new contracts and prudently building up its financial reserves. All these have enabled us to tap into emerging growth opportunities and acquire new competencies and facilities.

At the same time, we continued to focus on improving our operations to achieve cost savings for the company and create greater value for our customers. In the past two years, we achieved record deliveries of 70 major projects safely, on time and within budget, sealing our customers' confidence.

**Keppel has a "near market, near customer" philosophy – this remains a hallmark of the business. How has this approach helped in maintaining Keppel's lead in the competitive**

**offshore and marine market?**

Being located at the doorsteps of key markets enables us to understand, anticipate and respond to the needs of our customers. We understood this early and our first-mover advantage of setting up operations in various key markets has yielded good results.

Today, Keppel O&M's 20 yards are in key offshore oil and gas centres and along major shipping routes that span the Asia Pacific, Gulf of Mexico, Brazil, the Caspian Sea, the Middle East as well as the North Sea regions.

Our global yards enable us to meet local content requirements and participate in landmark projects in their respective regions. We are also able to further leverage the synergy between our facilities to achieve a timely turnaround in challenging, large-scale projects with quality and precision for our customers, wherever they are.

**What are some of the challenges that Keppel O&M expects to face in the future? What can be done to address these?**

The offshore and marine industry has always been highly competitive and will continue to be so, especially with the aspirations of lower-cost yards in countries like China.

Customers come to Keppel because of its excellent execution of projects as well as our commitment and ability to deliver rigs and vessels safely, on time and within budget. Especially with a tightening

rig market and improving charter rates, operators will want to work with reliable yards to secure their deliveries.

Moreover, Keppel's leadership in technology positions the company ahead of the competition as it continues to offer value-added solutions that are innovative and cost-effective for customers.

Following the blowout in Macondo last year, there has been a greater focus in the industry on newer drilling units that have superior technical and safety capabilities. The implications of the incident are far-reaching and are expected to further alter the regulatory and operating climate of the industry. Owners are increasingly looking for safer and higher-specification rigs that are capable of operating in deeper waters and harsher environments. Keppel O&M is in an ideal position to meet these requirements with an established safety track record and a strong focus on sustainable operations.

We are confident the solid foundation built over the years and the process of constant improvement that we have put in place, will position Keppel O&M in good stead to deliver on its promises well into the future.

**You've mentioned that Keppel is a "small company", but it has a huge international presence in the Philippines, Brazil and the US. What are your plans for some of these markets and what other countries will Keppel be tapping into?**

Our "near market, near customer" strategy

drives us to go wherever we can best serve our clients. We are constantly on the lookout for good opportunities to strategically acquire or co-invest with like-minded partners to strengthen our global network and capabilities.

We are focused on expanding our operations in the countries within our network as well as entering new ones. For example, we are in the process of setting up two new shipyards to augment our services in the Caspian Sea and Brazil. Similarly, we have also increased our investments and gained control over an associate yard in the Philippines. In addition, we are exploring new growth opportunities in other markets such as West Africa, Mexico and China.

These strategic moves will allow us to harness the synergy of our global network to better serve our customers.

**Keppel's contribution to the growing Brazilian market is also reflected in your position as Singapore's Non-Resident Ambassador to Brazil. What can Singapore learn from Brazil and vice versa?**

In the last 10 years, business and bilateral ties between Singapore and Brazil have grown exponentially. Companies from both countries have found good opportunities to expand into each other's home base too.

Brazil is a huge economy while Singapore is the hub for many rapidly developing countries such as China, Vietnam and Indonesia. The opportunities for Brazilian companies to tap into the Asian market through Singapore are tremendous. There is also plenty of room for our companies to collaborate and learn from one another.

The story of Keppel and Brazil, for instance, is one of partnership and a shared vision. Through a strong local presence, we have demonstrated our commitment to grow with the Brazilian market and the willingness to push the boundaries for

a win-win partnership as well.

In sustaining our transfer of expertise, technology and systems from Keppel's yards in Singapore to Brazil, our BrasFELS yard has become the most comprehensive shipyard in Latin America. We continue to play a key role in helping to grow Brazil's offshore and marine industry.

**What were some of the most important lessons in your career?**

Throughout my career, I have always made decisions based on principles and fundamentals. One of the most challenging periods was during the

difficult years between 1983 and 1996 when the offshore industry was in the doldrums. While many yards around the world were forced to close, we were challenged to stay fighting fit.

I was confident of the future of Keppel's offshore and marine operations even during the long downturn of the industry in the 1980s and '90s. If I had paid attention only to the immediate financial performance of the company, we would have exited the shipyard business. I am glad we dug in our heels and held on to the business. Today, Keppel O&M is fulfilling its vast potential as a global leader in this field.

I believe it is crucial for a leader to constantly keep an ear to the ground and to be familiar with the nuts and bolts of operations. Only with this in-depth knowledge can a leader effectively galvanise his people and make the best of their talents and resources to achieve a company's vision.

**What did winning the International Maritime Award (IMA) in 2009 mean to you on a professional/personal level?**

Throughout Keppel's history, we have been privileged to be surrounded by good people who have diligently contributed to the growth and success of the company since its inception. Winning the IMA award was another vindication of the great team I have at Keppel. The prize truly belongs to them.



A harbour pilot is shown climbing a rope ladder on the side of a ship. He is wearing a white hard hat, a white short-sleeved shirt, dark trousers, and a life vest. He has a backpack and is looking towards the camera with a slight smile. The ladder is made of thick rope with red plastic footrests. The ship's hull is white and has some metal railings.

# PILOT OF OUR SEAS

IN A BUSY PORT LIKE SINGAPORE'S, THERE ARE PEOPLE WHO ENSURE OPERATIONS RUN SMOOTHLY AND EFFICIENTLY. AMONG THEM IS THE HARBOUR PILOT, AN OFTEN UNKNOWN FIGURE TO THOSE NOT IN THE MARITIME LINE. BY VINCENT WEE

► A harbour pilot provides guidance and ensures safe passage through the port's busy waters for ships that call at Singapore's port everyday. Harbour pilots not only handle the safe berthing and unberthing of vessels to and from terminals, they provide pilotage services to the anchorages too.

PSA Marine provides pilotage services for more than 150,000 vessels annually. This is a massive job with heavy responsibilities and is ably carried out by its 236 fully operational harbour pilots, with the help of sophisticated IT and communications systems.

One of these unsung heroes is Tan Soon Chye, who has been a harbour pilot since 1978. He is also one of the five recipients of the Pilotage Incentive Award given out by the Maritime and Port Authority of Singapore (MPA) in 2011.

### How did you begin your career as a harbour pilot?

As a young man, I had a flair for seafaring and a love for the sea. I responded to an advertisement about a sponsorship for the marine pilotage training scheme.

I was selected for the sponsorship and spent a year at the polytechnic for my pre-sea course before spending another few years at sea as a navigating officer on board. After acquiring the necessary certifications, I returned to undergo pilotage training and



it was a couple of years later that I became an unrestricted Class A1 pilot.

### What does the job of a harbour pilot involve and how did you progress in your career?

The job involves safe navigation in the port. When vessels come into the port, the masters are not familiar with the waters here, and that's why they need a pilot. In the beginning, you guide the smaller ships, and as you gather more experience, you move on to bigger vessels till you reach a level where you qualify as an unrestricted Class A1 harbour pilot who can guide any kind of ship. It takes about five years before you can become a full-fledged unrestricted Class A1 pilot.

### What do you find interesting about your job and what are some of the challenges you face?

No two jobs are the same for me. It's a very challenging career because situations differ all the time. What's

interesting is not only the operational aspects of the job – as a pilot, you are also like an ambassador of the port and the country. You are the first person whom the captain meets, so you have to give a good impression and the confidence that his ship is in safe hands.

### What are some of the changes over the years that might have made your job more difficult?

Our port has expanded tremendously over the years. When I first started out, the Pasir Panjang Terminals and Jurong Island Terminals were not built yet. Traffic density was lower and so pilotage was a bit easier. It was like driving 30 years ago when there were not so many cars.

Now, we have more ships calling at our port, and with the narrowing of the waterways, the port currents are getting stronger, so things are a little more challenging than before.

And with ships getting larger, the degree of precision in pilotage has become more critical too.

### What are some of the qualities that someone interested in this career should have?

First, you have to be an outdoor person. Rain or shine, we go out to pilot the ships. A harbour pilot needs to be decisive and adaptable at the same time, as you must be in a clear state of mind and take decisive action to prevent any damage to port facilities or the vessel. One must also embrace challenges and be creative in how he manoeuvres the ship.

As a harbour pilot, you get to meet ship masters from all over the world. The way you deal with them brings about challenges. Good interpersonal communication and cultural sensitivity are important, as something that may be a joke to one captain could be an insult to another.

### What do you do to relax when you're not at work?

I like to make model ships. It's been my hobby from a young age and has contributed to my interest of the sea.

# THE LIGHTHOUSE

► Lighthouses are aids to navigation used to mark coastlines, shoals and reefs that may be hazardous to mariners, as well as safe entries to harbours.

The Sultan Shoal Lighthouse was built in 1895 by the late Commander Charles Quentin Gregan Craufurd from the Royal Navy, who was then the Master Attendant of Singapore.

One of five lighthouses managed by the Maritime and Port Authority of Singapore, the Sultan Shoal Lighthouse is located west of Jurong Island and stands at 20m tall. Its present solar-powered light system consists of a light beacon which produces an intensity of 110,000 candelas with a range of 20 nautical miles (about 37km).

World-acclaimed watercolourist Ong Kim Seng was born in Singapore and has been painting since 1985. A self-taught artist, he has won six awards from the prestigious American Watercolor Society, and was the first Asian outside the US to be awarded membership into the society. In 1999,

he was awarded the Cultural Medallion for visual arts by the Ministry of Information, Communications and the Arts. His collectors include Queen Elizabeth II, the Secretary-General of the United Nations, numerous heads of state and the Foreign Missions of Singapore.





SNAPSHOTS OF THE 5TH SINGAPORE MARITIME WEEK 2010

## 6TH SINGAPORE MARITIME WEEK 10 – 15 APRIL 2011

Singapore Maritime Week (SMW) is the leading maritime event in Singapore. Driven by the Maritime and Port Authority of Singapore (MPA), SMW gathers the international maritime community in Singapore for a week of conferences, dialogues, exhibitions and social events in celebration of all things maritime.

The range of activities and events organised by MPA, the industry, and research and educational institutions, as well as the cosmopolitan profile of participants, reflect the vibrancy and diversity of Singapore as a major international maritime centre. The dynamism and the good range of issues discussed during SMW are major draws for maritime decision-makers, as are the many business networking platforms. This is why Singapore Maritime Week is all about *PEOPLE, IDEAS and OPPORTUNITIES* for the maritime community.



**MPA**  
SINGAPORE

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**stay** *with you.*

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