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DOMINICAN REPUBLIC

Caucedo's vision

HAITI BOUNCES BACK NICARAGUA: A canal too far?

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

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ANTICIPATING OPPORTUNITIES, BRACING FOR COMPETITION

In the face of today's challenging economic reality, it has become increasingly important for businesses to prepare themselves to manage change and anticipate opportunities. While the dynamism that is inherent in the shipping industry has constantly forced us to stay on our toes, the prevailing circumstances demand that we cultivate deeper foresight, broaden our vision and deploy more comprehensive and far-reaching strategies that will deliver successful outcomes in these difficult times.

In the eight years that have elapsed since the Panamanian government formally announced plans to expand the Panama Canal, several regional territories have advanced discussions and plans to position themselves to benefit from this significant development. Today finds many of the competing ports in these countries at different levels of preparedness; and with the completion of the expanded Panama Canal being revised from this year to late 2015, there is precious little time left to get things in order.

Widely regarded as a catalyst for tremendous commercial activity in the region, the Panama Canal expansion project promises to provide greater trading opportunities by facilitating the crossing of larger New Panamax ships between the Pacific and Atlantic oceans. When the new locks of the canal swing open, one of these vessels will be able to steer nearly 15,000 teu through the upgraded tran-

soceanic waterway. This is three times the volume of cargo transported through the canal today.

THE BIGGER PICTURE

In preparing themselves to accommodate these larger cargo ships and better serve the global shipping industry, several Caribbean ports continue earnestly to pursue activities related to harbor dredging, port facility improvement and the development of logistics facilities.

While our regional ports maintain a laser-like focus on the Panama Canal expansion project, it is important not to lose sight of the bigger picture as other major infrastructure projects with direct implications for the Caribbean loom on the horizon. Heralded as the largest civil engineering and construction project in the world, the proposed \$40 to 50 billion Nicaragua Canal project is one such undertaking that is poised to change the landscape of world maritime trade.

With construction slated to commence later this year and run through to 2020, the Nicaragua Canal will seek to offer an alternative transoceanic trade route that is wide and deep enough to accommodate Post New Panamax (15,000 teu) and Maersk's Triple E class (18,000 teu) vessels. These newer, ultra-large ships will not be able to transit the expanded Panama Canal.





OTHER ISSUES

In addition to the topic of canal links in Panama and Nicaragua, a number of other burning issues will be up for discussion at the CSA's 44th AGM, Conference and Exhibition. They include the state of the cruise industry in the Caribbean, the role of tug services in the competitiveness of terminals and shipping lines, marine litter, natural gas energy and the design and optimization of cost-effective warehouses.

As it relates to the cruise industry, it will be interesting to explore the present situation and future prospects for the region, especially in the face of growing competition from Gulf Cooperation Council (GCC) states such as the UAE and Oman. The alliance formed among these destinations has strengthened their push to attract greater cruise ship traffic to the Arabian Peninsula, and this will undoubtedly force Caribbean countries to develop countervailing strategies to ensure continued growth in this region.

On the matter of tug services and their impact on terminal competitiveness, the conference will delve into the concept of privatization of towage services and how this is likely to sharpen the competitive edge of regional ports. I am sure that participants will be keen to hear how this model proposes to foster growth by shifting the financial burden away from governments while instituting best practices and appropriate technologies that will efficiently deliver value-for-money services.

The need for us to be responsible stewards of the environment occupies a position of primacy on the conference agenda. Expert presenters will speak to preventing and managing marine debris, as well as the utilization of natural gas as an environmentally friendly fuel alternative that releases lower emissions of sulfur dioxide and nitrous oxides.

Participants at the event will also have the opportunity to learn about streamlining warehouse operations to world-class standards and the benefits that Caribbean ports can derive from implementing the Automated System for Customs Data (ASYCUDA) to enhance the delivery of customs services.

Whether the proposed Nicaragua Canal will rival or complement the Panama Canal remains to be seen; but whatever the outcome, there are several pertinent questions that we still need to ask ourselves. How will this project affect route dynamics in the region? Should Caribbean ports seriously consider mobilizing additional investment in deeper harbors and larger cranes? What are the ramifications of a potential Caribbean coast port development component of the project? Will there be sufficient trade to support two canals a few hundred miles apart?

The Panama Canal expansion project promises to provide greater trading opportunities by facilitating the crossing of larger New Panamax ships between the Pacific and Atlantic oceans

These and other questions will be addressed at our upcoming 44th AGM, Conference and Exhibition, which is scheduled to take place in Punta Cana, Dominican Republic, from 11 to 15 October.

Dr Paul Oquist Kelley, Minister/Secretary for National Policies of the Nicaraguan Presidency and Executive Secretary of the Commission of the Nicaraguan Grand Interoceanic Canal, will make a comprehensive presentation outlining the many themes emanating from the project.

While it is not set as an agenda item, the issue of the response that will be made by the Suez Canal Authority in the face of the investments in Panama and Nicaragua cannot fail to be a pertinent consideration for us in the Caribbean and Central American region.

The CSA's 44th AGM, Conference and Exhibition will serve to connect shipping industry players with new ideas and opportunities that will allow them to remain viable in the competitive global market. I

am certain that all the participants will enjoy the discourse and planned events, and I look forward to meeting you and continuing the dialogue during the conference.



Grantley Stephenson

**President,
Caribbean Shipping Association**

HARBOR VIEW

CAUCEDO EXPANSION

In 2007 the CSA's AGM was held in Santo Domingo. As with almost every AGM, a port trip formed part of a busy agenda.

On this occasion, delegates were ferried to view a comparatively new and almost unknown port that had been built around 25 km from Santo Domingo. This port was Caucedo.

On that day in October 2007, the terminal's manager had high hopes for his sparkling new facility and ambitious plans to capture a slice of the Caribbean's box transshipment business. It's fair to say that not every CSA delegate shared the manager's enthusiasm or his vision for Caucedo.

Yet it seems the early optimism has been justified and that operator DP World picked a winner in the Dominican Republic. In 2013, Caucedo handled 1.08 million TEU of which 65 per cent of all traffic was transshipped. This photograph clearly illustrates the progress.

Those delegates returning for this year's CSA AGM in Punta Cana will be keen to hear what future plans DP World's Morten Johansen, Executive Director & Vice President now has for Caucedo.





APN leads effort to restore shattered economy of Haiti

Following the devastating earthquake of January 2010, the port authority of Haiti - the Autorité Portuaire Nationale (APN) - has been pursuing a strategy of reconstruction and inward investment in new facilities with a view to attracting more ship calls and getting the nation's economy back on an even keel.

On 12 January 2010 the Republic of Haiti was struck by a catastrophic earthquake of magnitude 7.0 with its epicentre only 25 km west of the capital, Port-au-Prince.

The earthquake caused widespread damage across Haiti, most notably in Port-au-Prince. In addition to the human tragedy, in which at least 100,000 people were killed and a quarter of a million homes destroyed, the disaster had a severe impact on commerce and trade, with port facilities in Port-au-Prince crippled and out of action for months.

Now the port authority, the Autorité Portuaire Nationale (APN), is moving ahead with plans to rebuild the country's main ports, attract foreign investment and persuade more shipping lines – particularly containership lines – to call Haiti.

The earthquake destroyed most of the port facilities on the western side of Haiti. In Port-au-Prince the main pier at the northern end of the port was destroyed and the terminal collapsed. The south pier was severely damaged. The public quays collapsed as well as the private quays of Les Moulins d'Haiti, Thor and Terminal Varreux S.A. (Tevasa).

These facilities were paralyzed for two weeks and Port-au-Prince could not receive the humanitarian aid destined to alleviate the suffering of the people.

It was two weeks before the United States Army was able to devise an appropriate response to the disaster by supplying two floating barges, which were used to discharge both humanitarian aid and commercial cargo. The US Army also installed ramps to allow military landing craft and ro-ro ships to discharge cargo on the beach.

As Haiti continues to recover from the devastation of the 2010 earthquake,

the port authority has set out its main priorities in terms of investment and reconstruction with a view to encouraging maritime trade.

MODERNIZATION

The APN is now engaged in modernization and expansion of the nation's port facilities. One of its top priorities in Port-au-Prince is to rebuild the North Pier in order to provide a safer and more efficient infrastructure and, ultimately, to end the surcharge fees that were made necessary by the rental charges on the floating barges.

In addition to Port-au-Prince, the APN is rehabilitating the country's second port facility at Cap-Haitien on the north coast. With the assistance of the United States Agency for International Development (USAID), a total of US\$65 million will be allocated for this project, which will be carried out in three phases.

In its bid to attract more sea trade, the

CRUISE SECTOR

Haiti is a beautiful country and there is a modest level of cruise business with plans for an expansion in the near future.

Currently, Haiti's only cruise destination is the port and resort of Labadee, on the north coast, which is managed by Royal Caribbean International. It is generally agreed that this facility has been a successful experience, with 159 cruise ships and 800,000 passengers received at Labadee in 2014.

Now, Carnival Corporation had announced plans to invest US\$ 70 million in a new cruise port on the island of Tortuga, just off the north coast.



WORKFORCE

The APN employs about 560 people, including nearly 300 at Port-au-Prince, just under 80 at Cap-Haitien and the rest for the coast-to-coast port (cabotage). Dock workers are employed by the terminal operators.

APN has set out various lines of action:

- To develop and coordinate a master plan for development of both major and minor ports in Haiti in order for investors to understand the likely competitive environment over the next 10 to 20 years.
- To carry out institutional and legal reforms with a view to creating a favorable business environment such as a public-private partnership (PPP) that can attract significant private investment and open up the sector to competition by encouraging more shipping lines to call Haiti.

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HAITI

- To focus on expanding the size of its container market through measures such as increasing employment and attracting industrial investment and to persuade more shipping lines to call.
- To achieve financial sustainability.

SECURITY

In Haiti, as everywhere else around the world, security is a key issue. A spokesman for the APN said: "When it is connected to trade it is as important as the cost of raw material and labor because of the 'just in time' concept."

Accordingly, the Government of Haiti has put in place several measures, both physical and operational, and has worked closely with the Interna-



tional Maritime Organization (IMO), the Organization of American States' Inter-American Committee against Terrorism (CICTE) and the United States Coast Guard in order to address the global threat of terrorism.

The ports of Haiti are certified according to the International Ship and Port Facility Security (ISPS) Code and are visited periodically by the US Coast Guard as part of the ISPS reciprocal program.



The accompanying tables show how the maritime sector of Haiti has recovered from the effects of the earthquake in January 2010 in terms of cargo throughput and ship calls. Total throughput of dry and liquid bulk cargoes went up from 1,737,594 tonnes in 2009-2010 to 2,374,735 tonnes in 2012-2013 – an increase of 36.6 per cent. In the same period, container handling was up from 162,805 teu to 172,561 – an increase of just under six per cent. However, there was a fall in the number of ships calling Port-au-Prince, from 933 to 841.

Autorité Portuaire Nationale

Vessel traffic at the Port Internationale de Port-au-Prince

SOLID BULK	2009-2010	2010-2011	2011-2012	2012-2013
Cement	323,492.53	320,602.09	277,884.07	401,064.03
Rice	251,893.40	353,030.37	298,040.88	378,730.78
Wheat	61,947.05	0	118,839.12	202,501.70
Corn	0	0	3,300.33	12,349.89
Sugar	132,060.56	95,664.38	1,088.84	81,479.48
Iron	24,704.18	19,132.28	57,559.87	42,566.00
Clinker	252,411.69	261,795.37	351,623.55	325,048.24
Minerals	27,910.46	27,796.94	28,617.74	66,378.14
Gypsum	19,221.42	7,783.87	34,580.66	27,500.00
Slag	0	0	27,498.17	---
TOTAL (1)	924,833.37	973,377.13	1180794.49	1351843.87
LIQUID BULK	2009-2010	2010-2011	2011-2012	2012-2013
Tallow	3,499.31	7,639.20	1,551.45	10,934.14
Vegetable oil	57,047.40	9,958.82	50,635.77	86,824.94
Caustic soda	8,000.02	7,973.92	5,357.29	3,209.60
Fats	41,927.24	85,583.85	41,009.90	
Petroleum/derivatives	700,287.94	793,479.77	877,875.30	671,976.18
Other liquids	1,999.47	793,479.77	6,320.87	---
Asphalt				20,096.55
TOTAL (2)	812,761.38	907,831.32	982,450.58	1,022,891.63
TOTAL (1+2)	1,737,594.75	1,881,208.45	2,163,245.04	2,374,735.50

Autorité Portuaire Nationale

Vessel traffic Port Internationale de Port-au-Prince

SHIP CALLS

Period	Number of Ships
Oct 2008 - Sept 2009	933
Oct 2009 - Sept 2010	920
Oct 2010 - Sept 2011	881
Oct 2011 - Sept 2012	825
Oct 2012 - Sept 2013	841

CONTAINERS EMBARKED AND DISEMBARKED

Period	Number of TEU
Oct 2008 - Sept 2009	162,805 TEU
Oct 2009 - Sept 2010	163,456 TEU
Oct 2010 - Sept 2011	189,028 TEU
Oct 2011 - Sept 2012	164,720 TEU
Oct 2012 - Sept 2013	172,561 TEU

CARGOES IN TONNES

Period	Number of Tonnes
Oct 2008 - Sept 2009	3,203,635.15 TM
Oct 2009 - Sept 2010	2,933,471.41 TM
Oct 2010 - Sept 2011	3,045,179.15 TM
Oct 2011 - Sept 2012	3,449,235.65 TM
Oct 2012 - Sept 2013	3,737,864.93 TM



NOS SERVICES

- **PILOTAGE:** Un des services à forte valeur ajoutée de l'APN. Le pilotage des Navires est obligatoire. Elle se fait à l'entrée et à la sortie.
- **REMORQUAGE:** Le remorquage est un autre service obligatoire due aux condition nautiques du chenal d'accès. Ce service es confié a deux (2) compagnies du secteur privée remorqueurs équipés de dispositif adéquat.
- **LAMANAGE:** Le lamage est une opération d'amarrage et de démarrage des navires à tous les postes a quai dés leur arrivé, leur départ ou leur manoeuvre dans le port.
- **BALISAGE:** Les balises et aides à la navigation sont situées en Mer (bouées, espars, etc.) Elle respectent les normes établies par l'Association Internationale de Sécurité Maritime (AISM). Se service est confié a l'entité Public SEMANAH (Service Maritime et de Navigation d'Haiti).
- **SECURITÉ ET SURETÉ:** Avec l'entrée en vigueur du code ISPS (International Ship and Port Facilities Code), L'APN a pris toute les dispositions financières et matérielles pour conformer ses installations portuaires et son fonctionnement au directives issue de la convention SOLAS(Safety Of Life At Sea). Fort de ce constat, l'APN a mis en place:
 - Un dispositif d'aide à la navigation centralisée au niveau de la vigilance portuaire, doté d'un système AIS (Automatic Identification of Ships) et des ouvrages de balisage fonctionnelles.
 - Un dispositif de surveillance de la rade et du plan d'eau utilisant un système de télésurveillance et de patrouilles nautiques.
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CAUCEDO'S VISION

for major logistics hub on course

Tucked away on the south coast of the Dominican Republic, one of the newest and busiest container ports in the Caribbean is quietly going about its business.

DP World Caucedo – built by the private sector and opened in 2003 – has an annual capacity of 1.68 million teu. Each year it handles more than 1,150 vessels at its two quays, which can handle three post-panamax vessels simultaneously. The Puerto Caucedo Container Terminal is owned and operated by the leading port and terminal operator DP World.

Caucedo is the Dominican Republic's largest port in terms of containers handled

and its only dedicated deepwater terminal, handling around 60 per cent of all the country's maritime container cargo.

EXPANSION

Built on a greenfield site close to deep water, DP World Caucedo was constructed in two phases. Phase I included a 622 meter berth with 13.5 meters draft, a fully equipped 50 hectare container yard, and another 30 hectare empty container depot. The berth has five ship-to-shore post-panamax gantry cranes.

The terminal is protected by a 900 meter breakwater, designed to withstand wave heights of up to 10 meters.

Phase II was begun in 2010 and opened March 2011. An extra 300 meter berth was added to the breakwater together with two

mobile harbor cranes. An additional super-post-panamax ship-to-shore crane was installed on the main quay.

A further expansion program has also been initiated, aimed at eventually increasing the terminal's annual capacity to 2.3 million teu. Dredging to 15.0 meters on the north berth of the main quay is planned for early 2015, while a further expansion of 300 meters at 17.0 meters draft is tentatively scheduled for 2017 'depending on the growth in regional trade' says Hector Tamburini senior commercial manager.

In addition, the stacking area is being expanded by a further 1,600 terminal slots and there will be investment in new equipment, with three super post panamax gantry cranes, one mobile harbor crane and 11 rubber tired gantry (RTG) cranes.

REPUTATION

DP World Caucedo is just 25 km from Santo Domingo, the capital of the Dominican Republic, and has developed a reputation for

A further expansion program has also been initiated, aimed at eventually increasing the terminal's annual capacity to 2.3 million teu





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DAMEN



TIMELINE

- 2001-2003** – Caucedo container terminal built
- December 2003** – Terminal opened with one 622 meter quay
- October 2009** – Phase II expansion begun
- March 2011** – Phase II development opened, boosting capacity by 25 per cent and adding a further 300 meter berth
- 2012** – Work begins on Caucedo Logistics Center (CLC)
- December 2014** – First warehouse scheduled to open at CLC
- Early 2015** – CLC scheduled to be fully operational. Northern Berth to be dredged to 15.0 meters
- 2017** – Proposed new berth of 300 meters to be constructed.

first-rate terminal and free zone services. Up to 65 per cent of its traffic is transshipment cargo, with the remainder for domestic delivery.

Security remains a top priority for DP World Caucedo, which holds a number of security accreditations:

- Caucedo was the first terminal in the Dominican Republic to be ISPS certified.
- Caucedo is a member of the US Customs-Trade Partnership Against Terrorism (C-TPAT), a voluntary program that aims to enhance the security and efficiency of global supply chain operations through active collaboration with US Customs and Border Protection (CBP), shipping lines and end-customers.
- Caucedo participates in the Megaports and US Container Security Initiative (CSI), which deploys US Customs officials in the port.

Mr Tamburini said: “We offer a Robust Management Security System in compliance with more than seven security certifications. All these security measures allow us to

guarantee the integrity of any cargo handled through the terminal.”

LOGISTICS CENTRE

In a bid to improve Caucedo’s attractiveness as a logistics hub, DP World is building a 40 acre free zone logistics centre next to the terminal. This is scheduled to be fully operational by the first quarter of 2015, although the first warehouse is expected to be in service by December of this year.

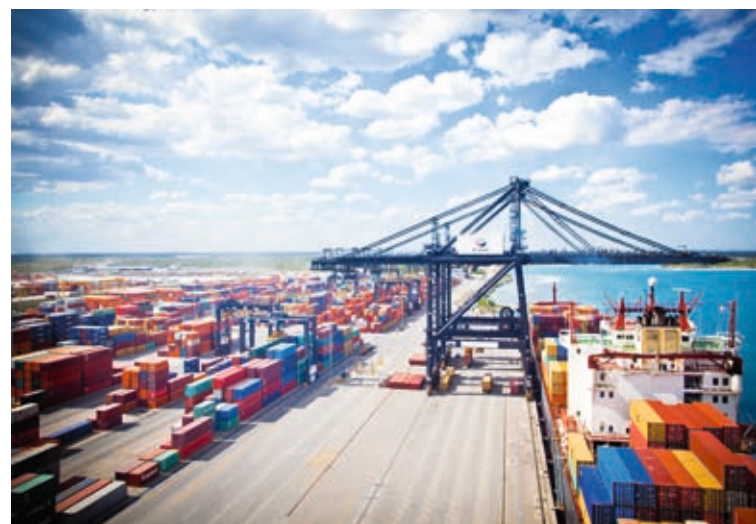
The new logistics center is being designed to cater for a range of value added activities and temporary warehousing solutions offered by third parties such as re-packaging, relabeling and light manufacturing.

Carlos Flaquer, marketing manager said: “The center is located inside the port and is, in fact, the first logistics center inside a port in the Americas region. It will allow for quicker expediting of cargo, less

customs interference and other unparalleled benefits.”

In the first phase, an area of 40 hectares is being developed; but a further 80 hectares is available when the demand increases. “There is more land and more waterfront available today and for the future to keep expanding. The plan is to keep adding capacity as demanded by the market.”

One development that is clearly on the minds of the terminal management is the





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widening of the Panama Canal. Mr Tam-burini said: "The port has some projects under way, which aim to take advantage of the widening of the Panama Canal. We are concentrating on offering a service above the competition to create opportunities for our customers so they will want to stay and come to our port. The logistics center is one of these opportunities."

Highlighting the benefits offered by Caucedo, he mentioned its strategic location, at the midpoint of the Americas region and in the middle of the Caribbean.

"We are close to the big markets. The Dominican Republic represents the second-largest container market for imports in the Caribbean and number one for container exports as well as the highest growth rate.

"Also, we have the best productivity not only of the Dominican Republic but also in the region. Ships have a quick rotation, allowing them to maintain their itineraries in other ports within the region. The port has a modern infrastructure, is well maintained and uses avant-garde technology, basing the performance and efficiency of its operations on this technology.

"We also work closely alongside customs and the different shipping agencies in order to offer importers and exporters a complete logistics chain solution."

VISION

How does he feel the current reality of the terminal equates with the vision that started the project more than a decade ago?

"The concept for Caucedo was conceived in the mid to late 1990s so obviously the two world crises since then have slowed down things and perhaps delayed plans.

"But the vision has not changed in essence. Our vision remains to become one of the main logistics hubs in the region and facilitate the transport of goods across borders in a more efficient manner."

With so many terminals expanding to take advantage of the Panama Canal widening, there is an often-heard fear that this will lead to overcapacity.

"There is a lot of capacity in the region today and if the projects which are in the pipeline take off there will be even more capacity for transshipment. That is a challenge to anyone in the region.

"Market trends in our region are very

difficult to predict. Ten years is a long time. Although the Dominican Republic is very stable, we are in a region driven by political situations in the economies that surround us. As it stands right now, and in a shorter term of five to six years, we foresee modest growth in the region even after the Panama Canal expansion."

HANDLING FIGURES

VESSEL CALLS 2008-2013

2008	1,083
2009	1,223
2010	1,103
2011	1,198
2012	1,295
2013	1,201

TEU HANDLED 2008-2013

2008	860,916
2009	960,967
2010	1,049,967
2011	994,000
2012	1,154,000
2013	1,083,208

The hour brings forth the man...



A national crisis can bring out the best in people. The earthquake of January 2010 brought chaos and tragedy to Haiti - yet somehow the job of restoring normal maritime services had to be done. A key figure in this time of crisis management was Alix Célestin, general director of the National Port Authority (APN). He spoke to Gary Gimson.

Around the Caribbean there are many unsung heroes quietly undertaking important jobs on behalf of their nation.

Perhaps no one in the Caribbean's maritime sector is more of an unsung hero, or has faced a greater challenge, than Alix Célestin. This is a man who survived a 7.0 magnitude earthquake that killed over 100,000 of his fellow countrymen and women and went on to become a key player in Haiti's post-disaster period.

That seminal moment in Haiti's recent and sometimes troubled recent history has, in a perverse and unforeseen way, led to the nation's rapid development - not least in its ports and harbors.

It was nearly five years ago, on the morning of Wednesday, 13 January 2010, that Haiti faced a truly apocalyptic situation. The earthquake left Haiti without a functioning harbor and with a badly damaged airport, no cargo handling equipment and no power supply. Many port workers had been killed or injured. Without a seaport or airport, emergency aid could not be delivered to the stricken nation.

Adding to the scene of despair, many of the country's leading figures, including government

officials, the opposition leader Micha Gailard and the Archbishop of Port-au-Prince, Joseph Serge Miot, had been killed." And chains of command were badly disrupted.

But among those who survived, someone had to take charge. Memories are still fresh and Alix says: "Soon after the quake, the crisis management unit was activated in order to protect the port's assets and to

"It's a real sign of the times that Haiti is being viewed more favourably as a cruise destination"



ALL ABOUT ALIX

Born and bred in Port-au-Prince, Alix went to the Petit Séminaire Collège Saint-Martial and later attended the Institut Supérieur Technique in his home town before completing his education overseas at the École Spéciale d'Architecture in Paris.

Returning from France in 1975 and now suitably qualified, Alix got his first job in the construction sector. But by 1988 he had risen rapidly to become chief of staff in the office of Haiti's first-ever but short-lived prime minister.

Three years on and once again being recognised for his past skills and expertise, he was appointed technical director for the Autorité Portuaire Nationale (APN). But instead of hanging around to draw his pension, Alix was soon back in the private sector as part-owner of Servi-bois, a company selling doors, furniture and windows.

Another career switch came when Alix joined the Conseil National des Télécommunications (Conatel) as administrative director before ending up back at APN to take up his present position as general director in May 2012 – nearly two and a half years after the earthquake.

coordinate the recovery process. Security was a big challenge due to a number of security personnel casualties, limited access to public transportation and because the perimeter fencing had collapsed. Therefore it was very difficult to control access to the port."

DARK DAYS

Further recalling those dark days, he adds: "However, we managed to secure the port facilities, which were later reinforced by United States troops. The US Army provided a satisfactory security level and, with the arrival of the special Coast Guard unit, a vessel traffic management system was put in place in order to regulate notice of arrival and allocate a berth for ships to discharge cargo."

In fact, with an epicentre at Léogâne, just 25 km west of the capital, the earthquake had destroyed most of the port facilities in the western part of Haiti, including Port-au-Prince's public quays and those used by Moulins d'Haiti, the Thor Oil Terminal and Terminal Varreux SA (TEVASA) – then as now the nation's largest privately owned cargo handling facility.

Alix explains: "These facilities were paralyzed for two weeks and could not receive

any humanitarian cargo to alleviate the suffering of the people. It took two weeks for the US Army to develop an appropriate response to the disaster by bringing in two floating barges to assist with the discharging of both humanitarian and commercial cargoes. The US Army also built a couple of ramps on the beach designed to ease the arrival of LCUs [Landing Craft Utility] and ro-ro ships."

Some time had passed since the momentous events of 2010 and APN had long since moved from emergency to recovery before Alix was drafted in to take the helm and guide the national authority forward with future planning and its investment and operational decisions.

Since he took charge at APN it has been a busy period for Alix, who has been active on a number of fronts. His achievements are many and they include:

- Reconstruction of the Port of Port-au-Prince. Learning some of the lessons from 2010, APN has been building a new para-seismic 800,000 teu capacity container terminal due for completion in mid- 2015.
- Establishment of a commercial department and a port planning unit.
- Negotiation of a sister port agreement with the Port of Miami.



Top left: General Manager with two experts from GPMH, CTS and APN commission

Far left/left: Meeting between NPC and SEMANAH

Above: The General Manager meets a representative of Alatec

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PROFILE: ALIX CÉLESTIN

- Signing of an MoU for joint task forces in port development with the National Sheriff Association, the ports of St Bernard, New Orleans, South Louisiana, Jaxport and Dakar
- Completion of the Port Sector Reform draft
- Rehabilitation and expansion of the nation's second-largest port at Cap Haïtien with US\$65 million in US Agency for International Development (USAID) support. This project is being undertaken in three phases.
- Rehabilitation of Haiti's major cabotage ports of Gonaïves, Saint-Marc, Wharf Jérémie (Lasaline), Jérémie, Petit-Goâve, Miragoâne and Les Cayes.

"Haiti also needs to carry out institutional and legal reforms in order to create a business environment to attract significant private investment"

In Port-au-Prince, Alex is working hard to fulfil his ambitions: "We are rebuilding the North Pier in order to provide a more efficient and safe infrastructure and ultimately to eliminate the surcharges associated with

the renting fees for floating barges."

He has implementing the institutional and legal reform measures in order to create a business environment such as a private-public partnership framework to attract significant private investment and to open the sector to competition by increasing the number of shipping lines serving the port.

HEARTENED

Today, APN employs over 560 staff – nearly 400 in Port-au-Prince and about 80 in Cap Haïtien while others are scattered among the nation's coast ports. All port workers are employed directly by private terminals.

Looking ahead, Alix is also heartened

by Haiti's increasingly positive image and by the level of foreign investment now flowing in – especially in the hitherto-overlooked tourism sector.

"It's a real sign of the times that Haiti is being viewed more favourably as a cruise destination," he says.

"Up until now, the only cruise ship port was Royal Caribbean's dedicated facility at Labadee. But in recent weeks Carnival Cor-



poration announced plans to invest US\$70 million in a new cruise facility at Tortuga, a 180 sq km island off Haiti's north coast and once notorious as a pirate base."

There is still much to do and Alix cites the development and co-ordination of a master plan for both major and secondary port development in Haiti as his biggest challenge. He is keen that potential investors are clear about the likely competitive environment for the next 10 to 20 years.

He says Haiti also needs to carry out institutional and legal reforms in order to create a business environment to attract significant private investment and to open the sector to competition by increasing the number of shipping lines serving the port.

Let us hope it is now all plain sailing for Haiti and for its unsung hero, Alix Célestin.

Above: Meeting of the Director General and US Coastguard

Below: DG visits the site of the North Wharf reconstruction in Port-au-Prince



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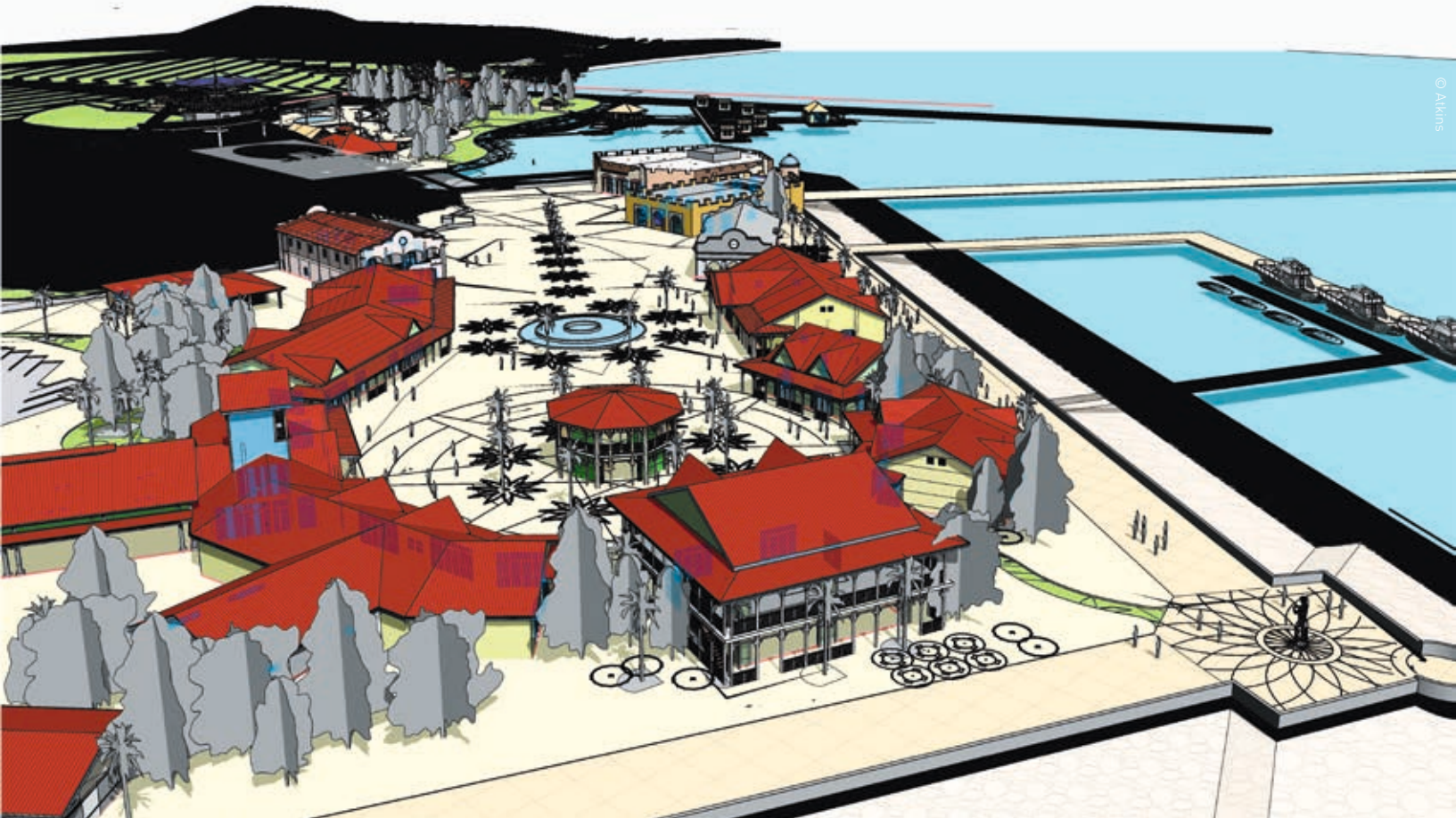
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GREEN LIGHTS ALL THE WAY

for Amber Cove development



© Atkins

Construction of Carnival Cruises' much-heralded Amber Cove port development in the Dominican Republic is going ahead rapidly and is on course to open in time for the 2015 winter cruising season.

When complete, the Amber Cove Cruise Center will be able to accommodate two post-panamax cruise ships, and will be equipped to handle up to 10,000 cruise passengers per day. The new 30-acre facility will provide host space for local vendors, bars and restaurants as well as presenting a waterfront attraction. The cruise center is expected to handle some 250,000 passengers in its first year of operation. A transportation hub will be developed to enable visitors to explore the region's many sites of

historical interest.

A leading international consultant, the Atkins Group, was awarded the design contract for the US\$65 million development, which is now advancing through its maritime and landside construction phases. Atkins has been involved in the project since 2011, drawing up the land use and conceptual plans, site diagrams and cost estimates that allowed Carnival Corporation to evaluate the scheme as well as providing support for the environmental permit application.

JOINT VENTURE

The new cruise center is being developed by the Carnival Corporation, a partner of DR Port Cruise, in a joint venture between

Carnival and Grupo B&R. An official ground-breaking ceremony was held in May 2012 and Carnival then spent the next 18 months working with local partners, completing the environmental impact statement and working with the government before Atkins was given the go-ahead for the design stage. Dredging and piling work began in late 2013 in preparation for Construction.

When complete, the Amber Cove Cruise Center will be able to accommodate two post-panamax cruise ships

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AMBER COVE



The project will feature design themes that echo the cultural and architectural history of the nation, and particularly of the Puerto Plata region

Under the contract, Atkins is providing the complete landside design, comprising the architecture and engineering for the project's 25 buildings as well as its roadways, landscapes and plazas.

The terminal will include:

- A water park amenity of between 7 and 14 acres with two integrated food and beverage locations
- A transportation center with zones for 50 taxis, 50 buses and 50 rental cars
- A staging area for 150 taxis and up to 150 buses
- A government office building
- A series of shops totaling 35,000 to 40,000 sq ft
- A duty-free shop of 10,000-12,000 sq ft
- A hilltop food and beverage outlet with a ramp and mechanical access from below.

The new cruise center will serve as a gateway to the province, helping to boost the popularity of the north coast as a holiday

destination. It is expected to transform the fortunes of the region as it looks forward to welcoming its first cruise ship for 30 years.

RESORTS

The location, in the Bay of Maimón on the north coast of the Dominican Republic, is near the historical town of Puerto Plata, also famous for resorts such as Playa Dorada and Costa Dorada.

Atkins's senior program manager, Larry Levis, said: "Amber Cove will welcome visitors to the country with retail outlets and themed marketplaces along with dining and recreational amenities. The project will feature design themes that echo the cultural and architectural history of the nation, and particularly of the Puerto Plata region. These themes include architectural styles of three distinct periods: the fortified 16th century, the classical-colonial 18th century and the Victorian late 19th century."

FASCINATING PAST, CAPTIVATING PRESENT

Puerto Plata has many claims to fame, of which perhaps the most historical is being home to the remains of the first European settlements in the Americas. Christopher Columbus landed there in 1492, naming it La Isabela.

Puerto Plata is famous today for its excellent coastline, with over 60 miles of Atlantic beaches dotted with coastal villages and hotels. The area is world-famous for windsurfing and kite-boarding. Devotees fly in from all over the world to enjoy the conditions.

The city is also home to the popular Ocean World Adventure Park, the colonial San Felipe Fort, dating from 1577, and the 27 waterfalls of Damajagua, while the 793 meter Pico Isabel de Torres, the highest point in Puerto Plata, is home to botanical gardens and a replica of the Christ the Redeemer statue in Rio de Janeiro.

The city also contains the largest collection of 19th-century Victorian-style houses in the Caribbean.

HURDLES **IN** WAY

of new shipping route

Plans for a brand-new canal across Nicaragua, creating a rival route to the Panama Canal, have caused a stir among the global shipping community. President Daniel Ortega has granted a concession to a Chinese company to build the canal, which would give a huge boost to the economy of Nicaragua. But what of the environmental impact? What of the rivalry with Panama? And, above all, where is the money going to come from?

The government of President Daniel Ortega has high hopes for its plan to build a new ship canal linking the Caribbean Sea with the Pacific Ocean.

The route has been chosen and the Nicaraguan government has lined up a Chinese contractor to carry out the mega-project. But questions remain about how the work is to be funded as well as its likely impact on the lakes and rivers of Nicaragua – and how it could affect Panama.

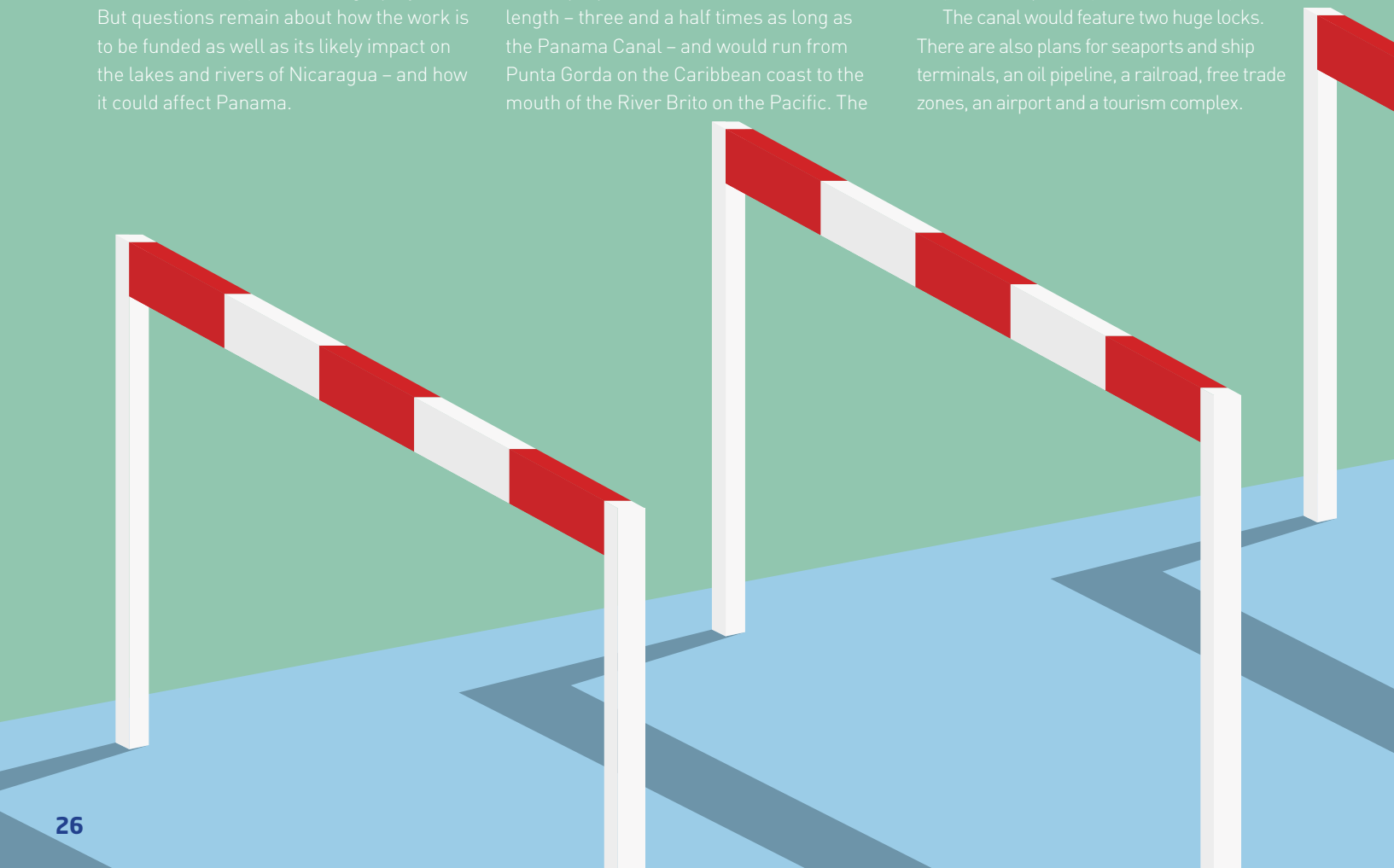
The Nicaragua Canal – also known as the Nicaragua Grand Canal or the Nicaragua Interoceanic Grand Canal – is said to be the largest infrastructure project of its kind in the world. The cost of building the new canal has been estimated at US\$ 40 to 50 billion.

The proposed canal would be 278 km in length – three and a half times as long as the Panama Canal – and would run from Punta Gorda on the Caribbean coast to the mouth of the River Brito on the Pacific. The

route of the canal would take it through Lake Nicaragua, accounting for 105 km of the total journey.

A provisional timing of December 2014 has been set for the commencement of construction work, which will take at least six years and possibly as much as 10 years.

The canal would feature two huge locks. There are also plans for seaports and ship terminals, an oil pipeline, a railroad, free trade zones, an airport and a tourism complex.



WHY BUILD IT?

Proponents of the Nicaragua Canal argue that if international trade continues its rapid rate of growth in the coming decades, the Panama Canal will reach full capacity and a second route will be imperative.

In addition, the new canal would be broad enough to accommodate the next generation of super-wide containerships.

According to HKND – the Chinese company which has been awarded the contract to build the new canal – there will be a need for additional capacity beyond that provided by the newly enlarged Panama Canal to cope with the future demands of shipping on routes between the Atlantic and the Pacific. HKND believes there would be a strong demand for the Nicaragua Canal because of growing international trade and a move towards even larger vessels that would be unable to transit the Panama Canal but could be accommodated by the new waterway. For example, the newest containerships of Maersk Line are too big for the uprated Panama Canal and the company has rerouted its services between Asia and the East Coast United States via the Suez Canal.



ECONOMIC BOOST

If and when completed, the new canal is expected to transform the economy of Nicaragua.

During the construction phase the project would directly employ over 50,000 workers. Once in operation it would generate 200,000 jobs, about 10 per cent of the current Nicaraguan workforce.

ECOLOGY WORRIES

Environmentalists have expressed concerns about the planned construction of the Nicaragua Canal.

Some of the questions being asked are the likely impact on the ecology of Central America's largest lake and on the biodiversity of Nicaragua's forests. They also question how the required energy is to be generated.

The results of a commissioned environmental study will be revealed in the coming months along with the McKinsey assessment.

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NICARAGUA CANAL PROJECT

AN IDEA FROM LONG AGO

Construction of a shipping route through Nicaragua was first proposed in the early colonial era.

The idea is to use the San Juan River as an access route to Lake Nicaragua, thus creating a link between the Caribbean Sea (and the Atlantic Ocean) with the Pacific Ocean.

The proposed canal would be 278 km (173 miles) in length – much longer than the 77 km (48 mile) Panama Canal.

CHINESE CONTRACTOR

The task of building the canal has been entrusted to a Chinese private company, the Hong Kong Nicaragua Canal Development Investment Co Ltd (HKND Group).

In addition to the canal, the project includes ports and terminals, an oil pipeline, a rail-road, free trade zones and an airport.

A 50-year concession to build the canal was granted to HKND by the Nicaraguan government after the relevant Bill had been approved by the National Assembly in June 2013. The concession can be extended for a further 50 years once the canal is in operation.

HKND is understood to have invested up to US\$100 million in feasibility studies by leading firms of consultants such as Environmental Resources Management (ERM) and McKinsey & Company. The results of these studies and the preferred route for the canal have not yet been published.

McKinsey & Company has been retained to draft a feasibility study.

A QUESTION OF MONEY

The huge cost of building a major new canal in Central America is a potential barrier for proponents of the Nicaragua project.

There is still a question-mark over who is going to provide the estimated US\$ 40 to 50 billion – possibly a lot more – needed to fulfil this long-term Nicaraguan ambition. The leading investor is believed to be Wang Jing, a billionaire entrepreneur with interests in mining, infrastructure and telecommunications.

The challenge facing investors is to raise the long-term financing required for a project that would earn no revenue for six to 10 years during construction. If this cannot be achieved through equity financing, then it will hinge on the willingness of Chinese government-backed organisations such as state banks and state-owned enterprises to finance the canal project.

WORK STARTS DECEMBER

Work on the new canal is set to begin in December with construction of a port on the Pacific coast of Nicaragua. The port and infrastructure plan includes two deepwater ports, an airport, an artificial lake, two sets of locks, a tourist complex, a free trade zone, roads, and cement and steel works.

Over 1,000 specialists in various fields are working on the project, which is due to commence in late 2014 and to be completed around 2019.

Getting in Gear



PLIPDECO is open for business and as it gears towards further growth, global excellence will continue to be the overarching vision.

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PORT BRIEFING

Please send all news items for consideration for Port Briefings in Issue 24 by 1 December. Email to cm@landmarine.org

USA

EXPANSION OF PORT TAMPA BAY

Port Tampa Bay – renamed from Port of Tampa in early 2014 – is to invest heavily in its infrastructure with a view to maintaining its position as Florida's largest port.

As well as being one of the USA's top 10 cruise ports, Tampa handles a wide range of cargo, from bulk and break-bulk to containers and ro-ro traffic. It is also a major center for shipbuilding and shiprepair.

The port has been granted US\$12 million to expand the capacity at its container terminal by investing in post

panamax gantry cranes to handle the growing number of larger container-ships calling Tampa. The container terminal covers about 40 acres and has a capacity of 250,000 teu; but it could be expanded to 160 acres and 1 million teu.

In addition, a 19 acre site is being developed to include a refrigerated warehouse and 17,500 ft of railroad.

The port has also received US\$1.7 million from the Federal Emergency Management Agency (FEMA) for three security-related projects: a new public safety complex; a new port security boat and ramp; and a new 100 ft high security tower.

TRINIDAD

CONCERNS OVER LA BREA PORT DEVELOPMENT

There are concerns over plans to build a US\$500 million transshipment port at La Brea in south-west Trinidad.

A group of national stakeholders, including the Shipping Association (SATT), the Chamber of Industry and Commerce (TTCIC) and the Manufacturers' Association (TTMA), are concerned that a third transshipment port could impact on Port of Spain and Point Lisas by causing overcapacity. La Brea is intended to focus on transshipment and shiprepair and will be a public-private initiative.

The stakeholder group said this development could affect the growth and potential of the nation's existing ports, seen in the light of a regional program of expansion across the Caribbean in an already competitive market. The group said investment should be directed towards expanding existing infrastructure and facilities to exploit economies of scale; and it urged a facility study by the government before starting any construction.

The government has already contracted the giant China Harbor Engineering Company, a subsidiary of China Communications Construction Company, to carry out a feasibility study at La Brea.

MEXICO

PORT CAPACITY TO DOUBLE IN SIX YEARS

Mexico's ports have laid out an ambitious plan to double their capacity within the next six years to capitalize on the economic benefits of shipping to the USA from Asia using Mexican ports.

The first port to expand will be Veracruz, which has plans for a US\$1.8 billion project including land reclamation to double its existing size. The project will be financed largely from existing concessionaires and service providers.

APM Terminals is investing US\$1.2



billion in new infrastructure at the west coast port of Lázaro Cárdenas, with a further US\$300 million coming from the International Finance Corporation. The new terminal will cover 102 hectares and will have 1,485 meters of quay with 16.5 meters depth alongside. The first phase is expected to be completed in 2015.

COLOMBIA

PORT OF BARRANQUILLA SIGNS MOU WITH TAMPA BAY

Colombia's Port of Barranquilla has signed a memorandum of understanding with Port Tampa Bay in Florida. The two ports will collaborate on trade,

marketing, shared expertise and best practice.

Barranquilla is one of Tampa Bay's foremost trading partners and this MoU follows on from a free trade agreement between the USA and Colombia in 2006.



PORT BRIEFING

USA



SHIP-TO-RAIL HUB OPENED IN PORT EVERGLADES

A US\$73 million intermodal hub was opened in July 2014 in Port Everglades, 17 years after the site was purchased by Broward County.

The new 43-acre intermodal container transfer facility (ICTF) is operated by Florida East Coast Railway (FECR) and has boosted its capacity from 100,000 to 450,000 lifts per year.

The new terminal will allow FECR to form 9,000 ft trains without causing congestion or blockages. Cargo can be moved through Port Everglades to and from Atlanta and Charlotte in two days, to Nashville and Memphis in three days and to 70 per cent of the USA in four days.

The new terminal is expected to reduce road congestion dramatically because much more loading and

offloading will take place in the port rather than at offport container depots. It is estimated that, by 2027, the terminal will have reduced the number of trucks on the road by up to 180,000.

FECR is the exclusive rail freight provider for Port Everglades, Port Miami and Port of Palm Beach. It operates a 351-mile (565 km) freight line along the Florida east coast. Port Everglades handled 927,000 teu in 2013.

USA

NEW ETHANE EXPORT TERMINAL IN HOUSTON

Texas-based Enterprise Products Partners is building a new ethane export facility on the Houston Ship Canal. The company has signed a

30-year terminal leasing agreement with the Port of Houston. The new terminal will be next to Morgan's Point Terminal, which the partnership also operates. A pipeline will also be built from the natural gas facility at

Mont Belvieu in Texas.

Expected to be in operation from late 2016, the terminal will have a loading capability of 10,000 barrels an hour.

ANTIGUA

PORT AUTHORITY RAISED FUNDS FOR REDEVELOPMENT

Tariffs have been raised by the Antigua Port Authority to fund the redevelopment of the port, which is expected to

begin in 2015 for completion in 2018. The investment, which will include a container terminal, new warehousing, a free zone and a cruise terminal, is expected to cost in the region of

US\$200 million. Further revenue will be raised by cutting inefficiencies in the port, as well as from income derived from income from the new facilities.



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PORT BRIEFING

USA



SECURITY UPGRADE FOR PORT MANATEE

Port Manatee in Florida is benefiting from a US\$1.8 million grant from the Federal Emergency Management Agency for three security-related projects.

The South Gate will be modernized to improve security and efficiency, while cargo and vehicle data processing systems will be adopted.

The second project involves upgrading the equipment of the Port Security Emer-

gency Communication Center, which coordinates activities in an emergency.

The third project is to invest in geographic information systems (GIS) software to manage traffic patterns and infrastructure development.

Port Manatee, located at the entrance to Tampa Bay, is the closest US deepwater seaport to the Panama Canal. It handles bulk and breakbulk cargo, containers, general cargo, heavy lift items and project cargo.

USA

GULFTAINER TO OPERATE CONTAINER TERMINAL AT PORT CANAVERAL

The United Arab Emirates-based company Gulftainer is to commence port operations in North America after signing a 35-year agreement with Port Canaveral to operate a container and cargo terminal. It is the first time that a US port will be managed by a Middle East company. Gulftainer will invest up to US\$ 100 million in the terminal including developments to the infrastructure and equipment.

The historic agreement has widespread implications and a security

review has been called for by the chairman of the House of Representatives' maritime transportation subcommittee. Only a few years ago DP World, also based in the UAE, was forced to cancel plans to move into the US port sector after lawmakers argued that foreign powers should not own US ports.

Gulftainer is a wholly owned subsidiary of the UAE-based company Crescent Enterprises and is the largest privately managed third party logistics company in the world. Globally it plans to be operating 35 terminals and handling 18 million teu by 2020.

JAMAICA

FREE ZONE STATUS APPROVAL MARKS THREE PHASE DEVELOPMENT AT KINGSTON WHARVES

After receiving the government's long-awaited approval of its bid for free zone status, the Jamaican terminal operator Kingston Wharves Ltd (KWL) has announced an investment of US\$70 million in facilities with a view to expanding its operations over the coming five years. Its stated goal is to become the world's leading multipurpose port.

The expansion will be carried out in three phases. Initially, KWL will step up its logistics operations, streamlining its warehousing and offering modular warehouse space in the free zone. The next stage will be to extend the port's boundary and relocate three warehouses from the dock to a new facility. The remaining on-dock warehouses will be dismantled and the domestic and transshipment stacking areas repositioned.

Customs processing will be integrated into a new, purpose-built, ultramodern logistics complex that will operate 24 hours a day. This work is expected to be completed in two years.

Phase two will involve investing in post panamax ship-to-shore gantry cranes and optimizing the port's layout in readiness for the opening of the expanded Panama Canal in 2016 including a total renovation of the container stacking yard. The terminal will also be dredged from 15.0 to 25.0 meters depth.

The third phase will to position the terminal as world-class port-centered logistics hub, capable of expansion on demand and operating to first-world standards.

STARBOARD BRIEFING

FOCUS AWAY FROM DEEPWATER OIL EXPLORATION IN CUBA

For many years Cuba dreamt of finding deepwater oil reserves in its waters; but lack of interest from investors has moved the focus back on improving the efficiency of its onshore wells as well as concentrating on renewable energy sources.

To the north of Cuba lies a heavy oil belt, 200 miles long; but so far it has produced only poor quality oil from three fields. Various surveys suggest there could be anything from 124 million barrels to 1.1 billion barrels; but after exploratory wells drilled in 2012 were dry, interest has waned. The Cuban government has announced total oil reserves of around 20 billion barrels, mostly offshore.

Cuba is trying to become more energy independent as it currently imports two-thirds of its oil requirements from Venezuela – hence the new focus on renewables. Cuba is planning large-scale investment – as well as seeking foreign investment – in alternative energy over the coming years while also improving the yield from its existing onshore oil wells.

NEW PANAMA CANAL LOCKS OPERATIONAL BY JANUARY 2016

The Panama Canal Authority (ACP) says it fully expects the new locks to be operational by January 2016. This follows recent industrial action by construction workers on the canal expansion project, which is already one year late and US\$1.6 billion over budget. In the latest dispute, in April 2014, workers walked out demanding higher wages. It is estimated that the project is

about 75 per cent complete.

In July, the ACP and the consortium of companies building the new locks signed an agreement to vary the original contract to ensure completion of construction work to the new deadline. The Grupos Unidos por el Canal (GUPC, SA) includes Sacyr of Spain, Impregilo of Italy, Jan De Nul of Belgium and Constructora Urbana, SA (CUSA) of Panama.

SEABOARD ACQUIRES SHARES IN KINGSTON WHARVES

Seaboard Corporation and the Jamaica Producers Group have acquired a combined 32.59 per cent stake in Kingston Wharves Ltd in a US\$3 billion deal. Seaboard has acquired a 21 per cent share, while Jamaica producers has increased its total share from 30 to 42 per cent. Seaboard is now the second largest shareholder behind Jamaica producers, while the operational control of the terminal remains unchanged. The shares became available after the National Commercial Bank Jamaica and its subsidiary NCB Capital Markets decided to divest non-core holdings.

Kingston Wharves handled around 300,000 containers in 2013, worth some US\$4 billion in revenue.



MARIEL PORT RAIL LINK COMPLETED

A 65 km rail link has opened between Havana and the new port in Mariel. It is the first new railway track laid in Cuba in more than 20 years and will initially be mainly used to transport dock workers from Havana to Mariel, as well as improve other passenger services in the area.

CORRECTION:

In Issue 21 of Caribbean Maritime the second image on the right-hand side on page 19 should have shown a photograph of Intership – the winner of “Best Container Terminal” in 2012.

We sincerely apologize to Intership for this error and reprint below the correct photograph of senior company representatives picking up the highly prestigious award at the 43rd Caribbean Shipping Association AGM, Conference & Exhibition held in Panama in October 2013.



Opportunity knocks for **ROOSEVELT ROADS**

Extensive tracts of land at the former United States Navy base at Roosevelt Roads in Puerto Rico have been earmarked for major development projects over the new few years.

By the end of this year the master developers will have been chosen to take the various projects through to completion.

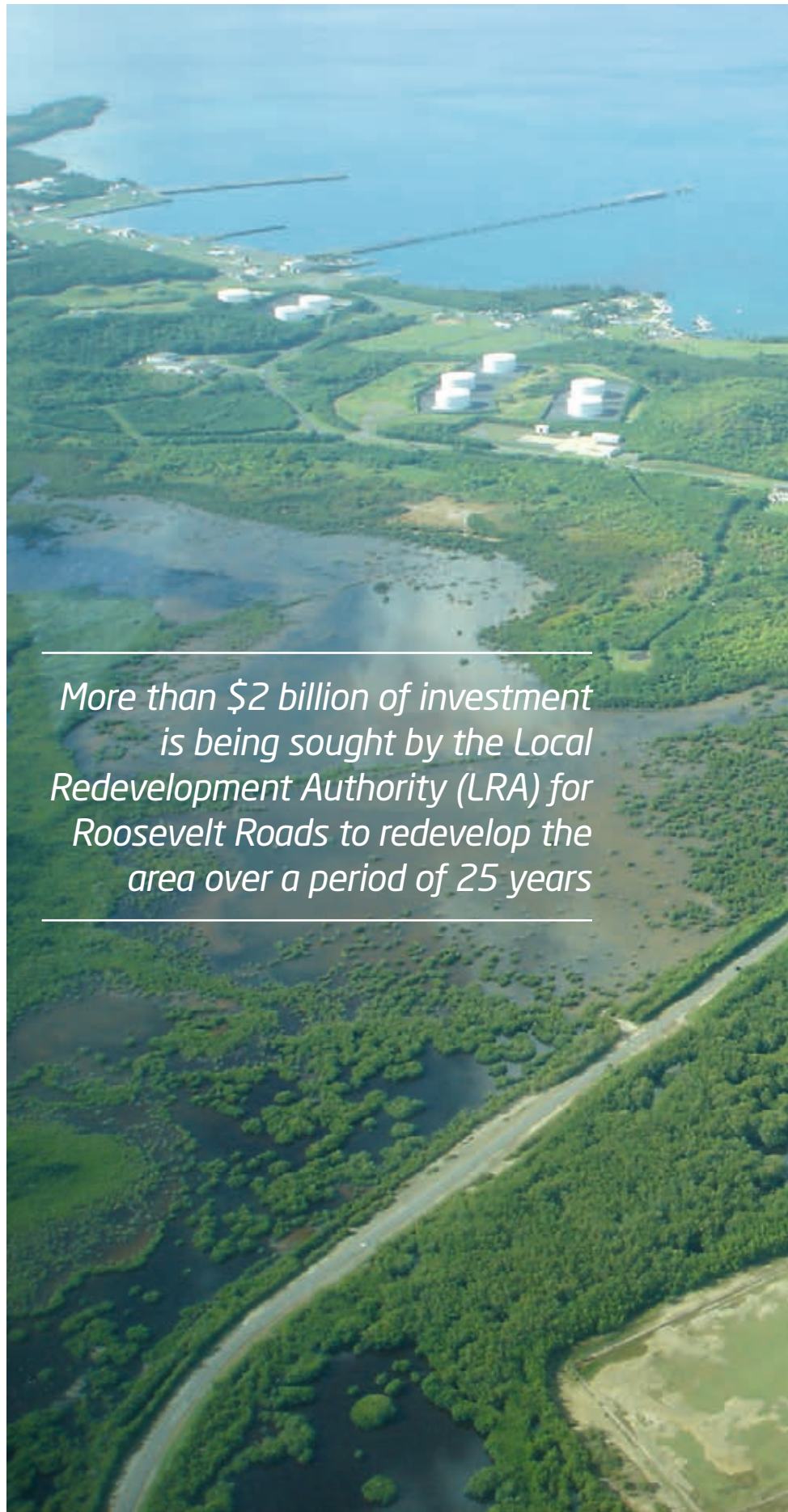
Roosevelt Roads – affectionately known as Roosey Roads (pronounced ‘Rosy’) – is a huge area of land adjacent to the town of Ceiba in the east of Puerto Rico. Established during the Second World War, it was an important naval station until 2004 when military personnel were withdrawn. This left more than 8,500 acres of vacant land, of which an area of some 3,000 acres has been identified for public development.

RECONFIGURED

Some local pressure to develop the site as a container transshipment port – which dates back several decades – has been widely discounted as totally impractical. Instead, it is expected that the existing port facility will be reconfigured to serve the tourism industry, including a cruise ship terminal and ferry berths to connect Puerto Rico with the neighboring islands.

More than US\$2 billion of investment is being sought by the Local Redevelopment Authority (LRA) for Roosevelt Roads to redevelop the area over a period of 25 years. This scheme is expected to create in excess of 20,000 jobs and to be a major economic earner for the local population.

The process is already well under way. In the first phase, the LRA has selected four master developers. The second phase, to be completed by December this year,



More than \$2 billion of investment is being sought by the Local Redevelopment Authority (LRA) for Roosevelt Roads to redevelop the area over a period of 25 years



Pic credit LRA



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PUERTO RICO

will involve requesting and evaluating their proposals through a Request for Proposals (RFP) process.

A total of eight entities filed statements of qualification by the deadline, of which four were selected to move onto the final round of the process, from which one Master Developer will be chosen.

The four are from the United States, Latin America and Puerto Rico:

- Clark Realty – US-based group experienced in redeveloping US military bases
- Roosevelt Roads Redevelopment – corporation of executives and investors from Puerto Rico, Brazil, the USA and United Kingdom
- Ariel Investment Management – Uruguay-based real estate investment and development group
- OHorizons – Puerto Rico-based corporation backed by Chinese capital.

Malu Blázquez Arsuaga, Executive Director of the LRA for Roosevelt Roads, commented: "The four entities chosen by the Selection Committee have the experience, the financial resources and the conceptual vision of the redevelopment project that are consistent with the Master Plan and Land Use Plan of the LRA."

"The LRA's selection of the four entities that are moving on to the final round of the RFP process for Master Developers demonstrates that the redevelopment project is being driven at firm pace with activities that will benefit the economic and social fabric of the eastern region and Puerto Rico."

There are nine development zones in the new Land Use Plan, which aims to increase the buffer zones between land being developed and conservation areas. It is also proposed that 20 per cent of the residential development should be affordable housing for families and young people.

The whole project will depend on the master developers, who will bring together the smaller contractors and developers as well as businesses and communities.

Hernán F. Ayala-Rubio, President of the Puerto Rico Shipping Association commented: "I strongly believe that Roosevelt Roads has a unique combination, with both the airport and port within 5 minutes from each other. There are only a few places in

the world that have that advantage. There is plenty of existing infrastructure that can be re-used or redesigned, beaches, waterfront areas, hospitals, residential areas, schools, training centers, a 1,050' long drydock, hotels, and even walkups, that were never used."

"I hope that the new government plans can be marketed correctly to attract the right party which can bring this area back to life. The residents of the Municipality of Ceiba, and the adjacent municipalities, badly need this project in order to create new jobs and economic growth. In the end it will benefit the whole island."

INFRASTRUCTURE

The departure of the US Navy has left vast areas of prime real estate, ripe for development. The site benefits from an existing harbor facility and an airport with an 11,000 ft (3,352.8 meter) runway.

It is also close to some of the best beaches in the Caribbean, such as Luquillo Beach, as well as the neighboring islands of Vieques and Culebra.

Since the departure of the military, the former base has become a ghost town. Many workers moved away and it has the highest levels of unemployment in the country. However, many potential developers have studied the master plan and have already begun drawing up their own plans based on that.

MIXED USE

About 3,000 acres has been made available for mixed use projects, with opportunities for tourism, commercial, light industrial, educational and residential developments. The master plan includes a cruise terminal, hotels, a casino and areas for ecotourism as well as residential and retail developments. Puerto Rico is considered an attractive investment opportunity for global investors with a significant pool of skilled workers as well as economic incentives for international businesses.

Alberto Bacó Bagué, Secretary of the Puerto Rico Department of Economic Development and Commerce said: "The development of Roosevelt Roads is no longer a plan but rather a project that is



Pic credit LRA

being implemented as a hub of economic growth for the eastern region of Puerto Rico. It is one of our principal projects as part of our plan to drive the new economic transformation of Puerto Rico. The agility with which it is being steered will allow us to see further positive results in a matter of months."

More information on the developments can be found at: www.rooseveltroads.pr.gov

ROOSEVELT ROADS

Roosevelt Roads was a United States naval air base in Puerto Rico. US interest in the area dates back to 1911, but it wasn't until the Second World War that the US military actually established a base. It became a naval station in 1957 and provided employment for the people of Ceiba for many years.

Covering an area of some 8,500 acres, the base provided anchorage, docking, repairs, fuel and supplies for the US Navy's Atlantic fleet and was used for flying practice.

At the heart of the base was a large airfield which today is operated as José Aponte de la Torre Airport, a public airport operated by Puerto Rico Ports Authority.

The naval station closed with the removal of most personnel in 2004 although the US military has kept a reserve centre in operation since 2011.



Pic credit LRA

2014

MAY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

CSA Diary

13TH ANNUAL CARIBBEAN SHIPPING EXECUTIVES CONFERENCE

11-14 May 2014 - Miami Marriott Biscayne Bay

CSA delegates gathered in Miami in May to attend the 13th CSEC. Miami proved an easy-to-get-to and popular venue for the conference with a record number of delegates attending the "half year" event. As usual and as can be seen from the photographs, the CSEC was a mix of hard work and plenty of fun.

Sunday 11th May







Tuesday 13th May





May 12-14, 2014

Wednesday 14th May



"The Global Common Carrier"

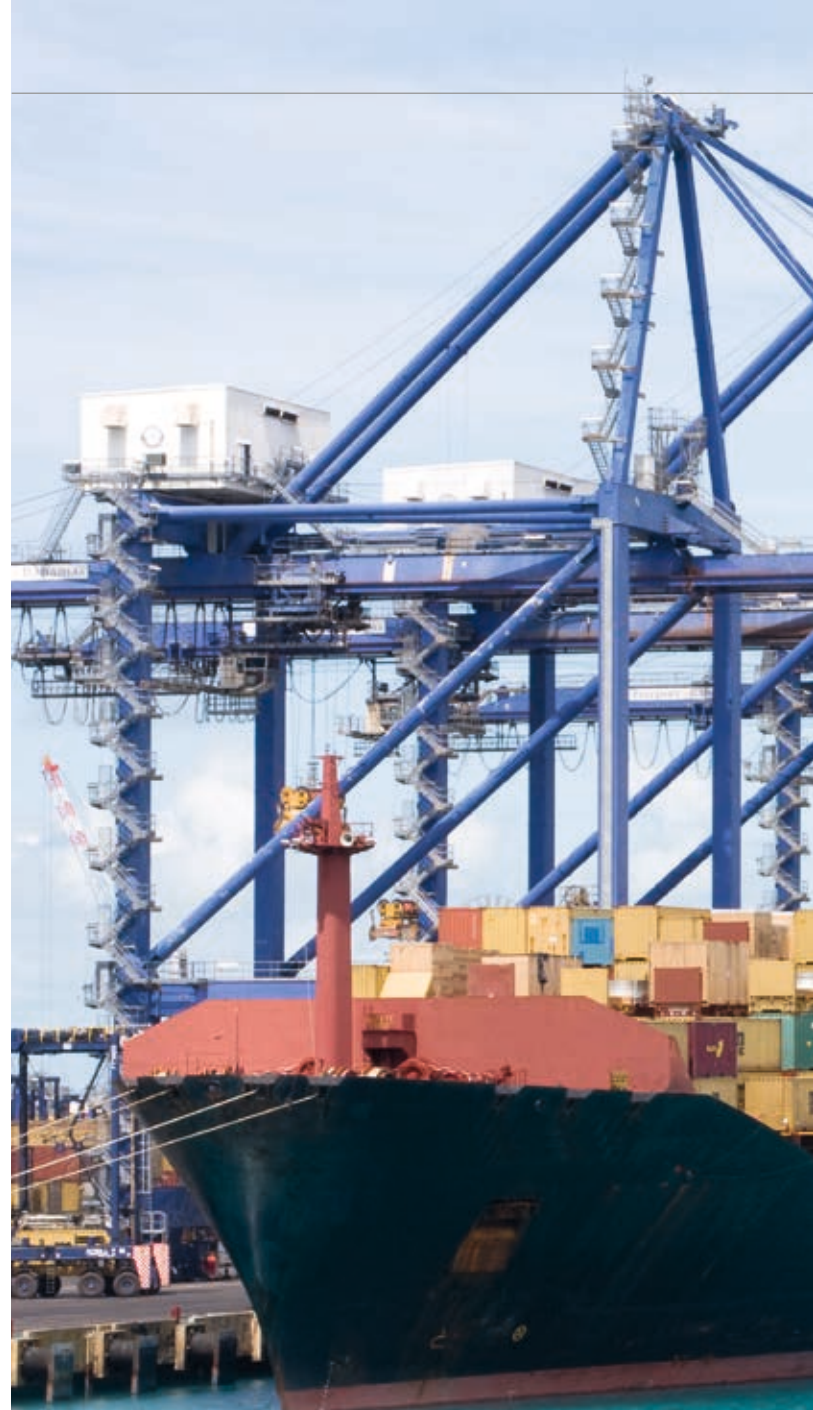
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MCX MEXICO HONDURAS GUATEMALA NICARAGUA EL SALVADOR	MCK 2 MEXICO GUATEMALA COSTA RICA	PCX PANAMA HONDURAS GUATEMALA COLOMBIA	CPX PANAMA COSTA RICA COLOMBIA
PIX PANAMA DOMINICAN REP. COSTA RICA PUERTO RICO	PVX PANAMA VENEZUELA DUTCH ANTILLES COLOMBIA	PJX PANAMA JAMAICA	BCX PANAMA EL SALVADOR GUATEMALA MEXICO PERU ECUADOR

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It was expected to be the biggest vessel-sharing agreement (VSA) in shipping history. Shortly after it was rejected by the Chinese authorities, the two Ms – MSC and Maersk – introduced their Plan B for a VSA, now just between the two mega carriers.

This leaves CMA CGM looking for new VSA partners, which could eventually be UASC and the two Chinese lines Cosco and CSCL.

In the meantime, uncertainties persist about feeder business in the Caribbean, sourcing from the new groupings, because schedule details have not yet been released for 2M or for any other new VSA.

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MSC AND MAERSK shut out CMA CGM

A huge concern for operators is the preparation to comply with Emission Control Area rules starting in 2015

Long before the rise of 2M, Chiquita and MSC announced a VSA covering the NCSA & ECCA/US Gulf & Florida region, with tonnage provided by MSC and services operated by Chiquita focusing on the volume of reefers provided by Chiquita and combining it with cargoes of MSC on modern 2,500 teu vessels with a high reefer plug capacity which MSC has taken on hire worldwide. This VSA is likely to release Chiquita's chartered ageing and uneconomic vessels of 868 teu / 434 reefers / geared into an uncertain future.

In the meantime, competition with the Panama Canal is hotting up in Nicaragua. The HKND Group aims to begin construc-

tion of the new canal by the end of this year. HKND plans to build container terminals at either end of the canal. According to reports, Maersk intends to support the new canal.

CONCERN

A huge concern for operators is the preparation to comply with ECA (Emission Control Area) rules starting in 2015. The ECA requirements will come into force in a highly volatile freight market and will involve carriers, shipowners and shippers in significant costs. It remains to be seen how much can actually be recouped from shippers, but the ECA rules will limit the supply of further tonnage to the Caribbean. Instead, owners

may 'pack and go' to escape ECA. Overall, the final effects of compliance with ECA 2015 are still unknown. Scrubbers are not feasible yet and LNG may be the only fuel of the future.

The exit of tonnage from the Caribbean into other markets (by sale or by charter), reported in March 2014, began to affect rates for extensions and fixtures in June and July. Contrary to what is happening with sea freight rates, the timecharter rates for 1,000 to 1,100 teu geared feederships saw a moderate increase. As a result of service downscaling, some 1,700 teu ships were replaced by 1,300 teu vessels, the latter obtaining a small increase in rate. In June

RUSSBROKER CHARTER MARKET COMMENTARY

REPRESENTATIVE CARIBBEAN FIXTURES OF YF 966 TYPES

11,500 dwt, 957 to 966 teu, 604 teu @ 14 t, 250+ rp, 18k 35 t IF380, shgen, geared 2 cr 45 t

14 Apr	Vega Scorpio / AFL	5-6 months	US\$ 6,700 p/d
14 May	Heinrich Sibum / X-Press	4-6 months	US\$ 6,500 p/d
14 June	Vega Sagittarius / King Ocean	5-7 months	US\$ 7,050 p/d
14 July	George I (relet) / CFS	5-7 months	US\$ 6,850 p/d

REPRESENTATIVE CARIBBEAN FIXTURES OF CV1100-TYPES

13.700 dwt, 1118 teu, 700 teu@14t, 220 rp, 19.3k 42t IF380, shgen, geared 2 cr 45t

14 Apr	Hamburg Trader / CFS	2-3 months	US\$ 6,450 p/d
14 May	Weisshorn / Crowley	5-7 months	US\$ 7,200 p/d
14 June	Vega Sachsen / Seafreight Line	6-8 months	US\$ 7,100 p/d
14 July	Victoria Strait / Maersk	4-6 months	US\$ 7,100 p/d

REPRESENTATIVE CARIBBEAN FIXTURES OF 1,300 TEU

abt 18,000 dwt, 1,296 teu, 957 teu@14t, 390 rp, 19.5k 47t IF380, geared 2 cr 45t

14 Apr	Stadt Jena / CMA CGM	4-5 months WCSA	US\$ 8,000 p/d
14 May	Fouma / Hamburg Süd	3-6 months	US\$ 7,800 p/d
14 June	Varamo / Maersk	4-5 months	US\$ 7,775 p/d
14 July	Warnow Orca / Evergreen	7-10 months	US\$ 8,000 p/d

REPRESENTATIVE CARIBBEAN FIXTURES OF GEARED 1,700 TEU

14 Apr	Wehr Koblenz / CSAV	5-11 months	US\$ 7,600 p/d
14 May	Alidra / MOSK	4-6 months	US\$ 8,500 p/d
14 Jun	Caribbean Sea / Seaboard	6-8 months	US\$ 7,900 p/d
14 July	Hansa Ronneburg / Seaboard	12 months	US\$ 7,900 p/d

the world was watching the soccer World Cup and thereafter disappeared for summer vacations, leaving behind some 1,700 teu and 2,500 teu vessels struggling; and these are likely to go on struggling in August. High-spec 2,500 teu vessels have been fixed for dedicated high reefer routes.

Based on New ConTex data shown in the graph, covering 2014 only, the general expectation in feeder segments leaves little room for hope, with levels remaining much too low to operate vessels. Performance problems are on the increase. Today it is hard to imagine where the incentives ought to be coming from. Economic revival in Venezuela? Peace in Ukraine and the Near and Middle East? Dropping of sanctions against Iran? Russia so far remains unimpressed by sanctions imposed on her, but counters with her own sanctions on food imports. These issues dampen the world's free trade volumes and balance. Meanwhile, stagnating growth in China can no longer save the markets.

SPOT MARKET

The multipurpose, general cargo and heavy lift market in the USA and the Caribbean is under pressure owing to lack of available cargoes resulting in a weak spot market. The plunge in the bulk market ex-US Gulf since April led to a fall in rates for multipurpose tonnage as well. In particular, large tweendeck vessels suffered as they competed with ordinary bulk carriers. Small tweendeckers had to take spot parcels at low rates to position to other markets. At the time of writing, a 16,000 dwt multipurpose

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ship has been fixed at US\$9,000/day with redelivery WCSA, which is usually a ballast-back position, and 17,000 dwt multipurpose ships indicating US\$6,000 to 7,000 for trips USG/Carib to Cont/Med.

At this time of year, reefer tonnage can 'go on vacation' as the fruit season is over. If the fish season ex-West Africa and South Atlantic had not been strong, quite a few more ships would have ended in off-season lay-up. Seatrade surprised the market with the purchase of two super eco-celled containerships of 2,200 teu / 500 reefer plug newbuilding resales.

Sale and purchase transactions in the past months have, on the whole, been driven by banks, which are looking to dispose their loans in default. Standard buyer/seller transactions have almost non-existent. Prices, especially for containerships, remain under pressure as the vessel earnings remain low – too low, even for fortune hunters, to break even. As a result, banks

are beginning to shift portfolios or similar structures, discharging their balance sheets, but with options to make a profit later on junior loans granted – senior loans to be provided by others. A bank portfolio of modern 2 x 1,100 teu / 6 x 1,800 teu / 1 x 2,500 teu is rumored to have been sold for

US\$85 million (unconfirmed).

Saltchuk Resources, of Seattle, which operates the US-flag Sea Star Line to Puerto Rico, has purchased Tropical Shipping, with its fleet of 12 vessels and services, for a reported US\$220 million as a second and non-US-flag liner company.

REPRESENTATIVE ATLANTIC TWEENDECK FIXTURES

14 Apr	2,800 dwt, 1,672 teu	40-45 days rv USG/WCSA	US\$ 11,250 p/d
14 May	12,477 dwt, 675 teu	40-50 days rv USG/WCSA	US\$ 8,850 p/d
14 June	28,000 dwt, 1,672 teu	35-50 days tct USG/ECSA	US\$ 10,750 p/d
14 July	32,387 dwt 1,158 teu	30-35 days tct Cont/USG	US\$ 9,500 p/d

REPRESENTATIVE TC - FIXTURES OF REEFER TONNAGE - FRUIT-RELATED

14 Apr	677 k cu ft – 17.5 kn 28.0 t	Ecuador/St Petersburg	\$0.54 / cu ft / 30 d
14 May	528 k cu ft – 20.0 kn 42.0 t	Central America/USA	\$0.73 / cu ft / 30 d
14 June	668 k cu ft – 18.0 kn 35.0 t	Argentina/Spain	\$0.46 / cu ft / 30 d
14 July	547 k cu ft – 21.0 kn 41.9 t	Ecuador/Mediterranean	\$0.35 / cu ft / 30 d



The multipurpose, general cargo and heavy lift market in the USA and the Caribbean is under pressure owing to lack of available cargoes

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The Cloud is a term used to describe software that is used online. In other words, you get the benefit of software systems without investing in your own IT infrastructure (hardware and software).

Everything has already been taken care of; you just need to use it.

The most popular of cloud computing services is called Software as a Service (SaaS). This emerging paradigm was brought about by the need for companies to realize the benefits of software without significant up-front investment in dollars and time. This is especially true for growing companies with restricted cash flows that need to remain competitive. Cloud computing minimizes the effort required to set up your information systems, thus allowing you to stay focused on business processes.

Many of the places we visit on the internet are web-based software applications

provided by The Cloud. Common examples are social media (Facebook, Twitter, etc); but business solutions are also available.

MAIL SERVICES

Google Corporate Mail Services allows you to store and retrieve electronic mail at the office or on the go without the hassle of owning and maintaining an email server. It allows shipping concerns to process their freight transactions online from anywhere in the world. All that is needed is an internet connection.

Other examples of cloud services include applications related to:

- Project management
- Customer relationship management
- Accounting
- Human resource management.

Some key benefits of moving to The Cloud:

- The service is available all day, every day

(99 per cent of the time).

- There is no need to employ technical staff or invest in infrastructure that will rapidly become obsolete.
- Cloud services are usually affordable and charges are on a pay-as-you-go basis each month.

Despite the benefits, there are some risks to consider. The provider has control over your data and must therefore be trusted to maintain your system properly and respect your right to privacy and security.

Cloud computing caters to the needs of today's fast-paced business environment because it supports your strategy to maintain a competitive edge and operate profitably. Notwithstanding the inherent risks, once proper mitigation measures are in place, the benefits offered by this hallmark of the Information Age cannot be ignored.

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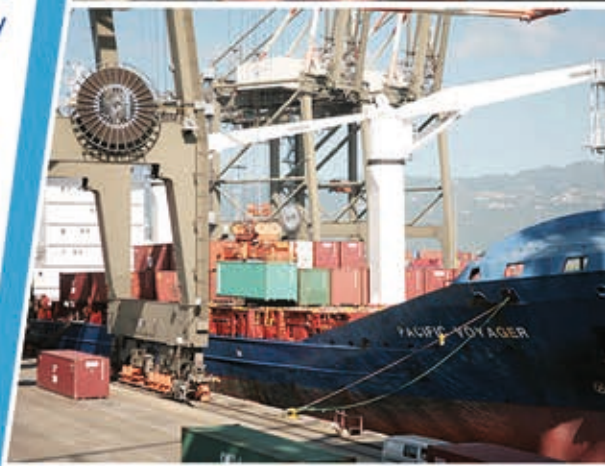
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Focus of operations is Kingston Container Terminal (KCT), owned by The Port Authority of Jamaica and operated by Kingston Container Services Ltd, a major subsidiary. KCT has three terminals with a combined capacity of 2.8 million teu. Maximum efficiency has been achieved through a combination of leading-edge technology, stable industrial relations and a highly trained, well motivated workforce.

The Port of Kingston is perfectly placed for ships trading on north-south and east-west routes across the Caribbean and for vessels using the Panama Canal.

The Port Authority
of Jamaica



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