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# Caribbean MARITIME

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## PORT OF PONCE

CAN PORTEK REVIVE  
PONCE'S HUB AMBITIONS?

## COLTUGS

NEW-LOOK TOWAGE SERVICES  
IN COLOMBIAN PORTS



# CURAÇAO SPECIAL REPORT

PROFILE: WILFRED DE GANNES

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BAHAMAS PATROL

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ST JOHN'S, ANTIGUA

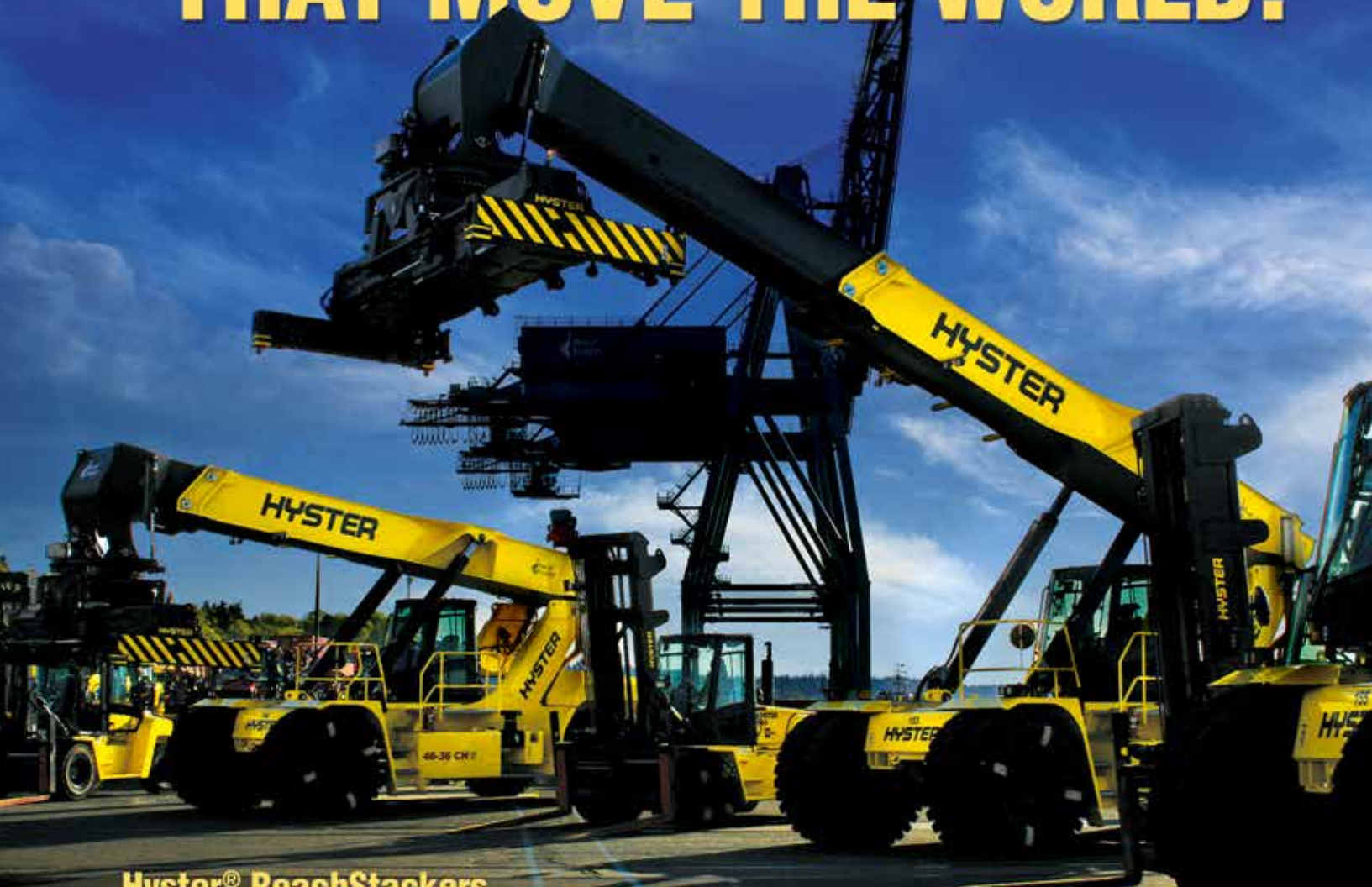


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The official journal of the:



caribbean shipping association

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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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# STAYING COMPETITIVE IN A BRAVE NEW WORLD



David Jean-Marie  
President  
Caribbean Shipping Association

**The brave new world of maritime trade, fueled by the growth of mega ships, is quickly coming to terms with significant issues related to competition among shippers and supply chain efficiency.**

The advent of increasingly large ships has led to a reduction in the number of carriers that can efficiently operate on a route, and this has precipitated the rise in carrier mergers and alliance activities that are dramatically reshaping the shipping landscape.

The latest development in this trend is the planned acquisition of the German container shipping line Hamburg Süd by the Danish titan A.P. Moller-Maersk, the world's largest shipping line.

Against the backdrop of low freight rates and oversupply issues in the industry, this move is part of an effort to bolster the global trade presence of Maersk Line, particularly in the Latin American region. Completion of the regulatory approval

process and final agreement are expected to take place at the end of this year.

Another merger is French group CMA CGM's acquisition of Singapore-based Neptune Orient Lines, which has given it market leadership on transpacific routes. And there is also the German container shipping line Hapag-Lloyd's merger with the United Arab Shipping Company (UASC). These mergers and acquisitions, in addition to the formation of alliances, are primarily geared towards increasing scale and lowering unit costs and overheads.

Michael Kaasner Kristiansen, former head of operations for Maersk Line for Latin America and the Caribbean, is on record as saying that carriers will seek to "reap much-needed synergies by combining east-west and north-south liner networks, using larger tonnage epitomized via transshipment". He further stated that "systematic capacity management, deployment opti-

mization and network synergies offer significant upsides" in a neopanamax world.

## SHIPPING ALLIANCES

This prevailing dispensation will be ramped up in the second quarter of this year when the new shipping alliance structure comes into effect. The three major shipping alliances – The Alliance (Hapag-Lloyd, K-Line, MOL, NYK Line and Yang Ming), Ocean Alliance (CMA CGM, Cosco Shipping, Evergreen Line, Orient Overseas Container Line) and the 2M (Maersk, Mediterranean Shipping Line) – will finalize the deployment of new liner networks. Under this vessel sharing agreement, the alliances are poised to control North Asia, South Asia and Southeast Asia-North America trade with a market share of almost 90 per cent.

It is increasingly clear that this burgeoning paradigm of consolidation has far-reaching implications for stakeholders in the maritime industry. For us in the Caribbean, it is

important that we cultivate a deeper understanding of how mega ships, major lines and big network synergies will impact regional port and terminal operations, development, investments and activities in the wider shipping community.

What will be the nature of the competition among alliances fighting for market share and what are the financial ramifications? What pricing structures will emerge in this environ-



prominence as the new United States political administration continues to consider its policy priorities and economic agenda as it relates to global trade. Free trade is undoubtedly a major contributing factor to the success of the container shipping industry, as the free movement of goods gives rise to an increase in shipping demand.

The protectionist campaign rhetoric of President Trump, who called for a sweeping review of existing trade deals such as the North American Free Trade Agreement (NAFTA), has led to speculation that the US will seek to adopt a tougher stance on trade with global partners. President Trump has stated that he will deal with

ence, which will be hosted in the beautiful city of Willemstad in Curaçao from May 8 to 10. High-level shipping executives, industry and political leaders, insightful speakers and expert panelists will deliberate on a wide range of issues such as maritime and cyber security, inspections and compliance in maritime transportation, strengthening anti-corruption initiatives, the state of the global cruise industry and maritime business opportunities.

Additionally, consistent with our commitment to promoting a cleaner and greener marine environment, the conference agenda will explore the topic of vulnerable Caribbean coral reefs and coastlines and the

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## It is important that we cultivate a deeper understanding of how mega ships, major lines and big network synergies will impact regional port and terminal operations, development, investments and activities in the wider shipping community

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ment? Are niche markets or specialized service provision enough to keep independent, smaller carriers in business in the face of mounting pressure from shipping alliances? Will alliances ultimately engage in larger business transactions but provide significantly fewer business opportunities for ports and terminals? These are just a few of the many questions that warrant ongoing consideration and meaningful dialogue, which

will allow us to get ahead of the challenges, promote a sustainable balance and increase profitability in the container shipping industry.

### US TRADE POLICY CONCERNS

Expanding on the topic of promoting a sustainable balance and prosperity in maritime trade, it is interesting to note that the area of free trade is gaining greater

NAFTA's renegotiation in his first 100 days in office. As he begins to put his trade agenda into motion, it is important for us to closely monitor the developments.

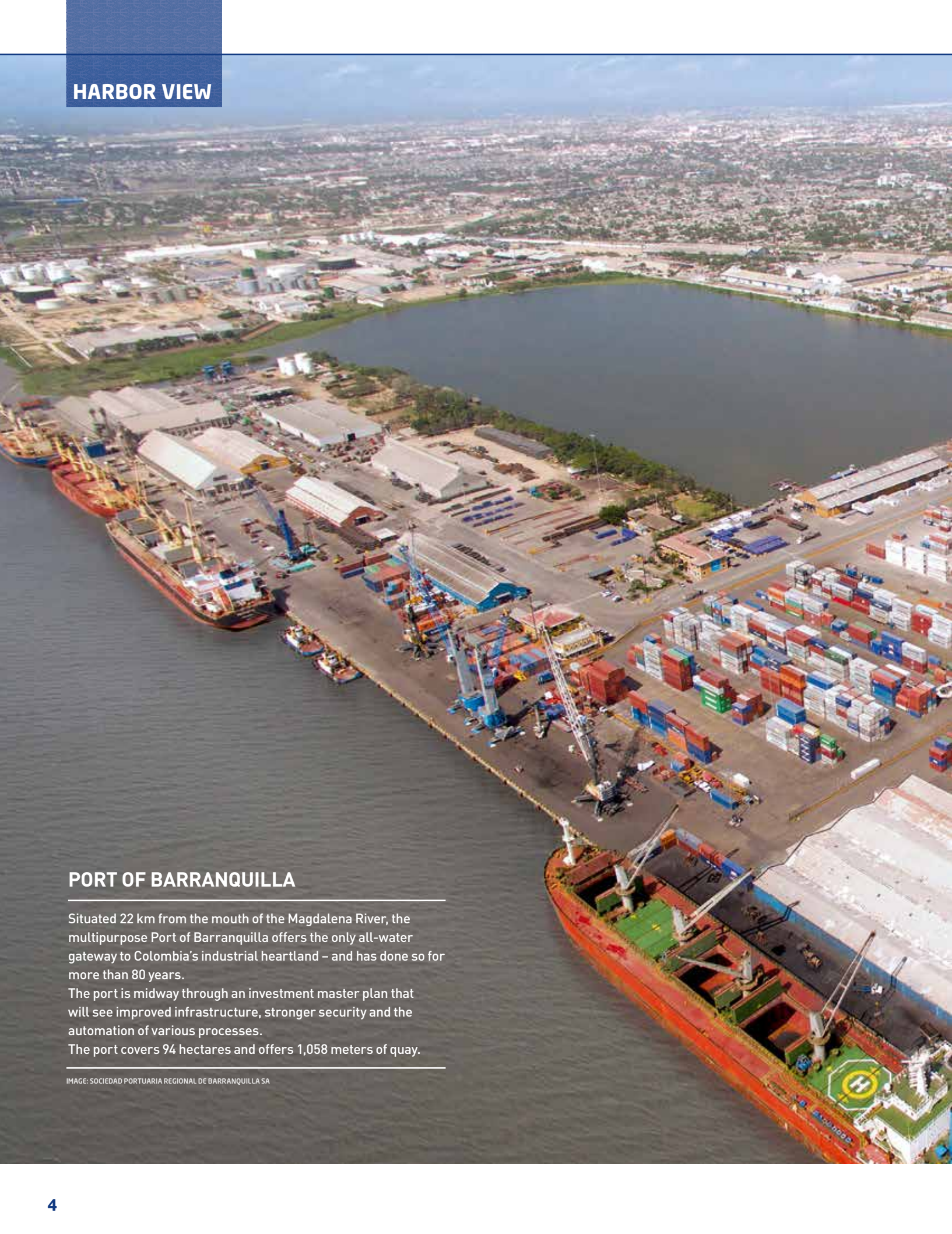
### CSA CONFERENCE

Other important developments and topics that should remain on our radar will be addressed at the Caribbean Shipping Association's 16th Caribbean Shipping Executives Confer-

establishment of the Caribbean Marine Environment Protection Association (CARIBMEPA).

I am sure this conference will prove a valuable resource for participants and an excellent forum to share ideas and promote the advancement of the regional shipping industry. I look forward to the stimulating and productive sessions that will take place in the picturesque and architecturally rich setting of Curaçao.





### PORT OF BARRANQUILLA

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Situated 22 km from the mouth of the Magdalena River, the multipurpose Port of Barranquilla offers the only all-water gateway to Colombia's industrial heartland – and has done so for more than 80 years.

The port is midway through an investment master plan that will see improved infrastructure, stronger security and the automation of various processes.

The port covers 94 hectares and offers 1,058 meters of quay.

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IMAGE: SOCIEDAD PORTUARIA REGIONAL DE BARRANQUILLA SA









47TH ANNUAL GENERAL MEETING  
CARIBBEAN SHIPPING ASSOCIATION

**BARBADOS** 9-11 OCTOBER 2017

- The CSA's 47th Annual General Meeting is to be held from the 9-11th of October in Barbados.
- Please contact the CSA Secretariat in Kingston [details below] or visit the CSA website [www.caribbeanshipping.org](http://www.caribbeanshipping.org) for further details about speakers and to register for this key networking event.
- CSA members enjoy preferential rates. There are also early-bird registration discounts and concessionary hotel rates.



**caribbean shipping association**

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## SUCCESSFUL GENERAL COUNCIL MEETING IN FORT LAUDERDALE



The General Council discusses the Association's business at its first meeting of 2017

**The General Council of the Caribbean Shipping Association had its first meeting of the year in Fort Lauderdale, Florida, on 16 January.**

This was the first time that the new General Council had met in an official capacity since being elected at the CSA's Annual General Meeting in Port of Spain, Trinidad in October 2016. Consequently, this was also the first General Council meeting attended by the newest members of the Executive – Group D chairman Martin Medina and Tom Paelink – who were elected at the Trinidad AGM.

President David Jean-Marie said: "This year, for the first

time in a long time, the General Council meeting was held in Fort Lauderdale, Florida, which is a change from the traditional venue in Kingston, Jamaica, where the Secretariat has its offices. We are happy to say that it was quite a productive meeting with key decisions being taken which will guide the operations of the Association for the rest of the year."

The council focused on upcoming CSA events, including the various training courses being offered to its membership and plans for the 2017 Caribbean Shipping Executives Conference, to be held in Curaçao in May.

## LOGISTICS EXPERTS WELCOME CSA STUDY PROGRAM WITH KWL



**Recognised as the Caribbean's leading multipurpose terminal, Kingston Wharves Limited (KWL) was again chosen to host the Caribbean Shipping Association's Exchange Study Program, held from 20 to 24 February, in which eight shipping and logistics professionals from across the region took part.**

The CSA study tour is held each year to expose members to best practices in terminal operations across the region. Presentations were made on subjects including port security, logistics management, information technology and

health and safety. In addition, the participants were taken on a tour of the Caribbean Maritime Institute to underscore the importance of training to the continued growth of the shipping sector. Dr Fritz Pinnock, executive director of the CMI, gave a presentation on the history of shipping in Jamaica.

In addition to an insider's view of the multipurpose operations at KWL, the group was taken on a tour of the Falmouth cruise ship pier while two of the world's largest cruise ships, 'Allure of the Seas' and 'Independence of the Seas', were in port. Guided by pier manager Mark Hylton, this tour gave participants some useful insights into the task of terminal management.

"The team at Kingston Wharves works overtime to

ensure the continued growth of the company," said Grantley Stephenson, CEO. "It is the hard work that garners for us accolades from our various stakeholders, which has positioned us to be chosen the second year in a row for this program. We are only too willing to share with our fellow partners from across the region."

Participant Sudarmo Toby, assistant operations officer with the Port Authority of St Vincent and the Grenadines, thanked the program organisers and said how invaluable the experience had been to network among shipping industry leaders and to share best practices with his peers across the region. He said that the knowledge garnered in Kingston would be crucial in his country's plan to develop a

world-class terminal.

For completing the week-long program, participants received certification from the CMI as well as Sensitization and Awareness Certification in the ISPS Code.

KWL has been named the leading Caribbean multipurpose facility six times since 2006. It provides a broad range of cargo handling and logistics services with connections to over 20 international ports in the Caribbean, Latin and North America. Transshipment logistics services is the major growth sector for the company as it provides just-in-time services to a number of clients. Höegh Autoliners has appointed KWL as the regional hub for motor vehicles being transhipped through the region.





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# TAKING SHIPREPAIR TO A NEW LEVEL



Wilfred de Gannes (right), chairman and CEO of the Shipbuilding & Repair Development Company of Trinidad and Tobago Ltd, meets with the Mayor of Point Fortin, Aldon Mason

Wilfred de Gannes is the driving force behind the renaissance of Trinidad & Tobago's shiprepair sector and a key figure in the construction of a new shipyard at La Brea that will largely cater for LNG carriers. It's a bold move - one in which Mr de Gannes is taking the lead in matching Trinidad's powerful position in the LNG export market with its long-standing local shiprepair expertise. Mr de Gannes spoke to Caribbean Maritime about his life and plans.

**Q: Where were you born, where did you go to school and what did your parents do for a living?**

**A:** I was born in the coastal city of San Fernando, in the south-western part of Trinidad and Tobago, where my grandfather and my mother originated from. My grandfather, Dr Andrew Mejias, was the district medical/port health officer who from time to time would board ocean-going oil tankers arriving at the Texaco (now Petrotrin) refinery at Point-à-Pierre.

My mother, Hettie Mejias-de Gannes, is an optometrist, trained at the Manchester

Institute of Technology (MIT). She would attend to ship's officers and crew members who would come ashore to get eye examinations and their spectacles. This arrangement was through local shipping agents and the entire family would sometimes be invited on board for either lunch or dinner by the ship's captain.

My father, Anthony de Gannes, was an international seaman for seven years, having worked on board Texaco oil tankers, cruise ships and cargo vessels. He visited many countries, including Turkey and those in Africa. As a young adult growing

up, I heard many interesting and exciting stories from him.

I graduated in 1990 after finishing my O and A levels at Hillview College, Tunapuna, then went on to study business management at the University of the West Indies. My parents thought it very important that I also learn the practical side of accounting, so I spent six months undertaking an internship at Krishna Seegobin & Co, chartered accountants.

**Q: When you were growing up, did you have a clear idea of what career path you might choose?**

**A:** When I was around 14 years of age at Hillview College, we were trying to decide on how to help raise funds for school repairs just before the annual fund-raising event known locally as the May Fiesta. A classmate and myself, with the assistance of my fellow students, decided to purchase aquarium fishes at wholesale prices and retail them at a substantial profit, using an under-utilized large glass aquarium tank. We made TTD 900 profit, after spending some TTD 300 on acquiring the live aquarium fishes. At this early age we felt very happy to know we made more money than the cake stall and we were financially successful. This provided the initial impetus and personal confidence to realize that money could be made from marine business.

At 15 years of age, I also started to read copies of National Fisherman Magazine and Maritime Reporter and Engineering News which my father would routinely subscribe to in the 1990s.

**Q: After finishing your education, what was your first job?**

**A:** My first job, in 1999, was working as the quarry manager in a sand and gravel operation that my father had leased from the government in 1967. We were one of the main suppliers of pit run aggregates to several large, medium and small projects, including the Piarco International Airport project and the University of the West Indies Arthur Lok Jack Graduate School of Business in Mount Hope.

I also guest lecture in the Masters in Port and Maritime Management and the MBA in International Trade, Logistics and Procure-



ment program under the guidance of Dr Zaffar Khan, program director. (On 25 May 2016 we signed a memorandum of understanding to undertake maritime project initiatives involving research, the sharing of knowledge and showcasing of technologies in the context of improving energy efficiency and reducing carbon dioxide emissions in the maritime sector.)

**Q: How did you first become involved in the shiprepair sector and why?**

**A:** In 2007 the Government of Trinidad and Tobago, through the Ministry of Trade and Industry, headed by the Prime Minister, the Hon. Dr Keith Rowley, in his previous capacity as Minister of Trade and Industry, published an invitation for stakeholders to attend a consultation on further developing the maritime sectors, including shipbuilding and repair, as part of the country's diversification thrust from the energy sector.

I was soon to be nominated and elected by fellow industry stakeholders in our group as deputy leader of the Trinidad and Tobago Shipbuilding and Repair Maritime Cluster, a position which I still proudly hold today. I believe that this was my small way of contributing towards building this new sector, although Trinidad and Tobago has been involved in commercial ship repairs since 1907 when the British firm Ellis Grell & Co established the country's first floating dry dock at Chaguaramas Bay in the north-west of the country.

**Q: Given your own experience, what advice would you give a young person looking to a career in shiprepair?**

**A:** "When the ocean turns into honey, the poor man must have his spoon." – Wilfred de Gannes, SRDC chairman and CEO.

To be successful as a young person, you should be trained, ready and equipped. Due to the high investment cost of maritime assets, you must be well certified and have a level of competency and experience before attempting to repair a ship.

**Q: Trinidad has always had a thriving yet smallish-scale shiprepair capability, but SDRC plans to take the sector to an entirely new level. So, what are your exact aims and ambitions – especially in terms of setting up a new shiprepair yard at La Brea?**

**A:** When we look at shiprepairs, as with any other notable industry, we must also look at the demand and supply side of things. For Trinidad and Tobago shiprepairs, we have carefully analysed what benefits can be derived from the recent opening of the Panama Canal Third Lock project.

The expansion now allows 92 per cent of the world LNG carrier fleet, which translates to some 408 ships, to transit safely through. Previously, this was not possible. Our La Brea Shipyard Project Graving Dry Dock No 1 will be able to physically accommodate the entire LNG carrier fleet, except the Qatari Q-Max and Q-Flex ships that belong to Qatargas.

On 25 November 2016 the Europe Technologies Group signed a memorandum of agreement with the Shipbuilding and Repair Development Company of Trinidad and Tobago Limited in Nantes, France. This Trinidad-based shiprepair arrangement with the expert guidance of the Europe Technologies Group will provide both project management and skilled personnel in organizing the working party with the shipowner, the shipyard, the technology owner (which has around 310 LNG carriers equipped with its technologies), the classification company and other service providers to achieve the best on-time quality cargo containment system solutions required by LNG carrier owners.

Trinidad and Tobago is also the sixth-largest exporter of liquefied natural gas in the world, having recently crossed its 3,000th LNG shipment safety milestone, since LNG exports commenced in 1999.

The USA is fast becoming a net exporter of LNG with the commencement of exports in February 2016 from the Cheniere Energy Inc Sabine Pass LNG Terminal. This terminal has a platform capacity in aggregate of around nine per cent of the expected global LNG market by 2020.

The SRDC also recently signed a memorandum of understanding with Sejin Heavy Industries Co Ltd, of South Korea, thanks to its North American representative, VAO Fab. Sejin is a global leader in shipbuilding and offshore oil and gas industries. We envisage our newest strategic partner to provide the technical know-how regarding proper shipyard layout during the project planning phase and on-site expertise during the operational phase.

**Q: Whose idea was this originally and when was it first conceived?**

**A:** In 2010, when the Alutrint smelter project at La Brea was cancelled as the result of a change in government administration, the discussion about what to do with the under-utilized US\$ 300 million port facility arose. Our Trinidad and Tobago Shipbuilding and Repair Maritime Cluster was very concerned with this latest development, bearing in mind we strongly felt that the communities of La Brea and environs would continue to be economically and socially disadvantaged.

As a concerned national group, we felt it our duty to further investigate, interface and lobby the La Brea residents and their community village council leaders as to whether the establishment of a shipyard in their community would possibly fill this void.

We mobilized our shipbuilding and repair cluster stakeholders with their finances to host nine community consultations that were undertaken in communities including Aripere village, Sobo village, Vessigny, Union, Point D'Or, Vance River, La Brea proper and Point Fortin.

The main purpose of these consultations was to introduce the idea of establishing a major shipbuilding and repair facility in their community and to receive feedback on the project proposal. The response and support for this new maritime undertaking to be built in their community was very positive, as residents view shipbuilding and repair as an economic, socially and environmentally sustainable project for their community.

**Q: Is the new yard still on track to open in 2018 and is the US\$ 500 million finance fully in place? And are you able to give a precise opening date?**

**A:** Yes, we are fortunate that our EPC contractor, China Harbour Engineering Company Ltd, the largest marine engineering and dredging company in the world with current projects totalling US\$ 10 billion and having some 25,000-plus employees, has also brought with it competitive project financing through the Exim Bank of China. Both CHEC and China Exim Bank are 100 per cent owned by the government of the People's Republic of China.

Due to the large capital investment and land/reclamation acreage, we have



purposely decided to undertake this project in three phases with the completion date of Phase One being November 2018.

**Q: How important could shiprepair be for T&T in terms of job creation, diversifying the economy and its contribution to GDP?**

**A:** We estimate Phase One of the project will provide employment opportunities to some 2,500 employees. We estimate that Phase Two would require an additional 6,250 employees. These employees will be highly skilled and semi-skilled.

The development of the La Brea project will significantly reduce Trinidad and Tobago's dependence on the energy sector, which has collapsed. This global situation is not unique to Trinidad and Tobago, but has also negatively affected much larger energy-dependent economies, namely Nigeria, Venezuela and Saudi Arabia. It is noteworthy that Saudi Arabia has already decided to invest in additional ship drydocking capacity by the construction of a new mega shipyard project.

The current expansion of the maritime sector will further increase the non-energy sector GDP – something that has been much talked about and seemingly difficult to realise.

**Q: Clearly, there is a growing market for this type of work, but how does SRDC win high-value LNG carrier repair contracts when it currently has no experience in this specialized and highly technical industry?**

**A:** The SRDC has purposely partnered with Europe Technologies, an experienced global provider of solutions for the repair of membrane LNG cargo containment systems. It possesses the experience and expertise on market leaders' membrane technologies (CS1, No 96 and derivatives, Mark III and derivatives). Its qualified technicians and managers are intervening and supporting many shipyards worldwide with no compromise on quality and on-time delivery. Europe Technologies is also supplying qualified materials, tooling and equipment for the working party.

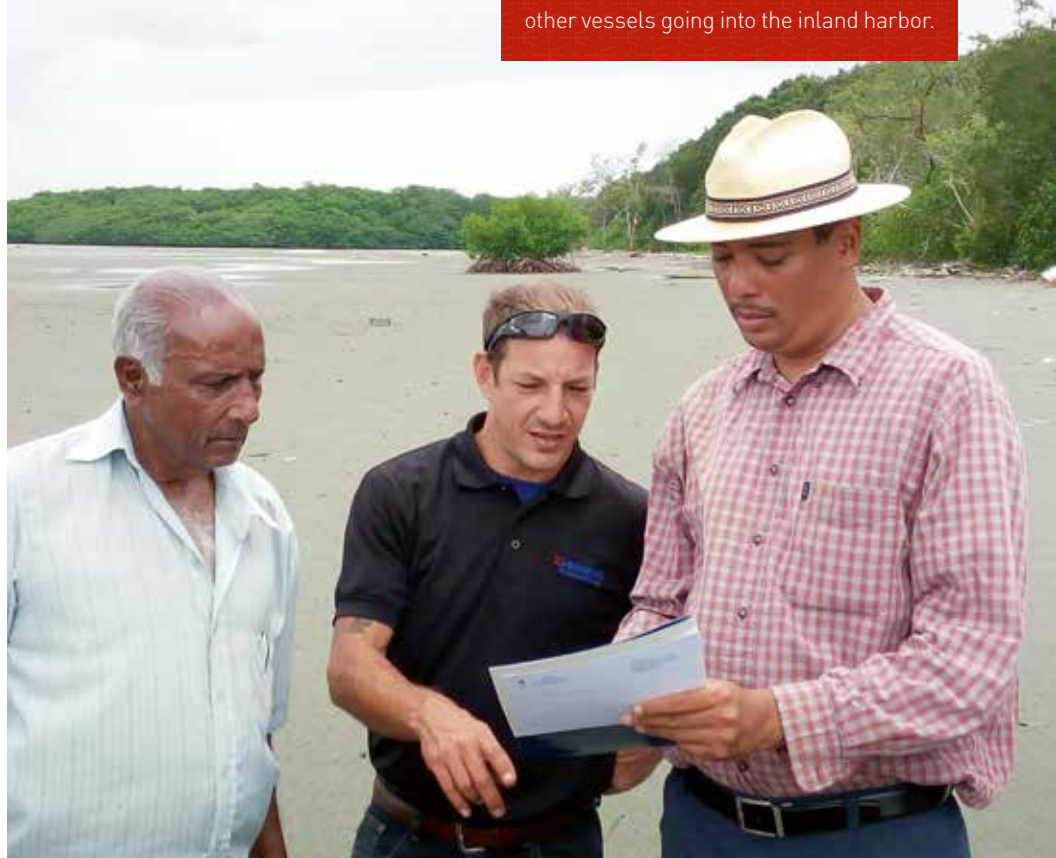
Europe Technologies has successfully undertaken with its qualified and trained staff LNG carrier repair contracts with shipping organizations including BW Maritime, Engie, GasLog, GazOcean, Golar LNG, MOL and others.

**Q: Can Trinidad compete with other shipyards also looking to get a slice of this particular market?**

**A:** To successfully compete in the LNG carrier repair market, we need to align ourselves with competent strategic partners that have the certification to undertake these highly specialized repairs. We have full confidence in the capabilities of Europe Technologies, who have for many years worked with the world's leading membrane containment technology provider, also headquartered in France.

The other competing shipyard would be the Grand Bahama shipyard, owned by Carnival Corporation and Royal Caribbean International cruise lines. However, their primary focus has always been their own cruise ships, which by the way are now being designed and built with dual fueled engine capabilities due to the establishment of the International Maritime Organization's emission control areas (ECAs) on both the eastern and western seaboard of the USA, coming into effect in 2020.

**Below: (Left to right) Dipchan Narine, Simon Cabral and Wilfred de Gannes at the La Brea project site**



## ON A PERSONAL NOTE...

**Q: Who has been the greatest influence on your career?**

**A:** This would be my father, who had the opportunity and experience of sailing around the world as an international seaman for seven years. He always had a saying: "If one cannot get a job on land, the sea could provide one."

**Q: Outside of work, how do you relax and do you have any hobbies or watch or play any sport?**

**A:** I listen to music, watch YouTube videos on various port and maritime-related topics. Watching BBC World documentaries on the weekends is also one of my favourite ways of relaxing while gaining global knowledge. Walking is an important part of my exercise regime.

**Q: Apart from T&T, where would you choose for a vacation?**

**A:** Curaçao. I really liked the idea of walking alongside the downtown commercial shopping district, also known as the Otrobanda, where you can feel the vibrations caused by the large cruise ships and other vessels going into the inland harbor.



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# NEW-LOOK TOWAGE SERVICES IN COLOMBIAN PORTS

**A** new partnership has entered the Latin American maritime sector following a strategic merger between two of the region's leading towage and maritime services companies.

Coremar Coltugs Towage (CCT) is a world-class operator that will serve the Caribbean – and Pacific – ports of Colombia.

The partner companies bring wide experience and expertise to the venture. Coltugs is a subsidiary of the Chile-based Ultratug Group, one of the oldest business groups in the region, with a presence in seven Latin American countries. The Coremar Group's tugboat business unit is part of a company

regarded as a pioneer in Colombia's maritime services sector, having been in operation for over 60 years.

## INTERNATIONAL

The integration process began in early 2016 with a view to offering towage services in line with international standards. In particular, the new venture aims to meet the growing demands of the Colombian market, arising from the country's geostrategic location and the dynamics of the towage industry and foreign trade.

The new company employs a total of more than 160 people and operates 17 tugs, most of them azimuth stern drive (ASD) units with top-of-the-line equipment, a bollard pull of over 60 tonnes and an average age of eight years.

CCT can supply everything from traditional services to more complex maneuvers. Its portfolio includes berthing

and unberthing, port assistance, monobuoy operations, assistance in LNG terminals, escort, towage, fire-fighting, salvage and assistance in port construction.

The new company also has the potential to supply immediate coastal operations and ocean towing services when needed, with robust equipment ready 24/7 in the Caribbean and Pacific ports of Colombia.

In addition, the company provides key services for operators of containerships, bulk carriers, general cargo vessels and tankers in all Colombian ports, including oil terminals in Coveñas and Pozos Colorados (Ecopetrol). These services are provided by trained personnel on board and onshore.



In particular, the new venture aims to meet the growing demands of the Colombian market



# STORM WARNING

## WHEN IT COMES TO HURRICANES, BEING PREPARED IS HALF THE BATTLE

**C**aribbean residents and stakeholders are all too familiar with hurricanes – natural phenomena that ought to be feared and respected because of their awesome power. With sustained winds of at least 64 knots, these storms leave paths of indiscriminate destruction and death.

Each hurricane, despite unique characteristics, comes from the maritime domain and has the potential to cause substantial

damage to bridges, navigable waterways, vessels, coasts and port/facility critical infrastructure. The official start date of the 2017 hurricane season is 1 June, so the opportunity for preventative planning is rapidly drawing to a close.

### DETERMINING RISK

According to the National Oceanographic and Atmospheric Administration, the Port of Cartagena in Colombia has experienced only two hurricanes within a 65 nautical mile radius since modern hurricane tracking began in 1851. By comparison, the Port of Bridgetown in Barbados has experienced 81 hurricanes passing within the same range and timeframe. Although it is reasonable to conclude that a terminal in Barbados is more *likely* to encounter a storm than one in Colombia, it would be wrong to conclude that the same terminal



By William Lusk  
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in Barbados is more *at risk* merely based on probability alone.

Calculation of risk is not arbitrary; in fact, it is a mathematical formula with three key variables: threat, vulnerability, and consequence. This function holds true for all security threats, both artificial and natural. In a hurricane context, the three risk variables are really asking three questions:





- **THREAT:** How likely will a hurricane strike you?
- **VULNERABILITY:** How hardened and prepared are you for a hurricane?
- **CONSEQUENCE:** How resilient are you with minimal financial loss and operational disruption after a storm?

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## Equally as important as planning to mitigate storm damage to your area of responsibility, one must also prepare for the massive post-event humanitarian response which may arrive by sea

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If a hypothetical terminal in Colombia has high vulnerability and consequence, one could easily conclude that it is at significant risk despite the minimal probability of a hurricane hit. It is for this reason that all in the Caribbean community must mitigate hurricane risk through planning.

### HAVE A PLAN

The key to mitigating risk is preparedness – to know your area of responsibility and have a plan of action. The recommended course of action for any vessel is to evade at sea if possible. Although ports and facilities have vastly different characteristics, there are several general best practices to follow,

including identification and securement of loose items of equipment such as drums, tanks, lumber and dumpsters. Vital records should be wrapped in plastic and placed in a secure area. Employees should be given a time and place to call in and/or meet after the hurricane to assess damage.

Equally as important as planning to mitigate storm damage to your area of responsibility, one must also prepare for the massive post-event humanitarian response which may arrive by sea. Ports may become clogged with well-intentioned vessels and aid workers, but only collaboration and coordination will reduce congestion, allowing supplies to flow where they are

needed most. However, collaboration and coordination will succeed best with proper and working communication, making it one of the most valuable post-disaster commodities.

In order to strengthen resiliency, your strongest assets are personal relationships with first responders, the government and the community. As a general rule, a crisis should not be the first time port security personnel introduce themselves to first responders. Rather, have a year-round continuous dialogue so that expectations, responsibilities and trust among all responding parties can work as seamlessly as possible.



# Although mankind cannot reduce the probability of a hurricane making landfall, it does have the power to reduce, and strive to eliminate, vulnerability and consequence

### PREDICTIONS FOR 2017

Many lessons from the active and above-average 2016 hurricane season should be considered when reviewing plans for the upcoming 2017 season. Although hurricanes usually appear around the start of June, last year was notable because its first storm formed five months early, in January. Fortunately, this storm's impact was minimal, with damage limited to Bermuda and the Azores.

There were 15 named storms in 2016, with seven of them becoming strong enough to earn the hurricane designation. If there were a single epitome of last year's hurricane season, it would be Hurricane Matthew, which reached Category 5 with sustained winds of up to 139 knots. The hurricane made landfall in Cuba and Haiti on 4 October, The Bahamas on 6 October and skirted the Floridian coast on 7 October. Some estimates claim that losses from this single storm exceeded 800 deaths and US\$15 billion in financial terms.

One of the hardest-hit ports of the Caribbean in the 2016 season was Freeport in The Bahamas, which suffered a direct hit from Hurricane Matthew. According to Greg Miller, senior editor of 'IHS Fairplay',

several cranes were destroyed, resulting in vessel diversions to unaffected areas such as Jamaica and the Dominican Republic. Cruise traffic was significantly affected as vessels had to contend with widespread port closures in The Bahamas and Florida.

It is too early to accurately predict how active the 2017 hurricane season will be. However, some are watching the central and eastern Pacific Ocean closely, as warm surface temperatures create El Niño conditions that combat hurricane formations in the Atlantic. Although it is rare for El Niño to occur in such close succession (the last was 2015-2016 and was very strong), the Climate Prediction Center does suggest the increasing probability of another iteration



in late summer 2017. If the prediction is correct, the second half of 2017's hurricane season should be relatively quiet.

However, weather coordination meteorologist Al Sandrik at the National Weather Service's Jacksonville office warns against placing too much faith in 2017 predictions, especially since predictions do not indicate the likelihood of landfall. "What matters is what comes your way, not necessarily the extended range forecast," he said. "If the Caribbean Basin has a quiet year and only experiences two storms, and both hit Puerto Rico, then Puerto Rico has a very busy hurricane year."

When asked what is most critical for vessel owners/operators to remember during the hurricane season, Al Sandrik stressed the importance of timely data to make the best decisions possible. "When it comes to forecasts, always ensure that you have the latest information. Hurricane paths and projected tracks can change, so if you're working off a 12- to 18-hour-old forecast, it may already be obsolete."

### IN CONCLUSION

Although mankind cannot reduce the probability of a hurricane making landfall, it does have the power to reduce vulnerability and consequence. Let us all – ports, terminals, vessels, governments, first responders and industries – work together as a community to achieve that goal. In the pursuit of lower risk, have an exercised plan and timely forecasts to lower your vulnerability and consequence. With 1 June rapidly approaching, are you prepared?





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# CMI GAINS UNIVERSITY STATUS



**‘It is not just about giving persons a certificate at the end of a period of study, but how you make them better human beings’**

**T**he Caribbean Maritime Institute in Jamaica gained university status in February this year in what executive director Dr Fritz Pinnock has described as “a transformational move”.

Dr Pinnock said the change would bring a new approach to education and training, which he said had been treated as separate in the past.

“Training is an integral part of education,” said Dr Pinnock. “It is about the total person. It is not just about giving persons a certificate at the end of a period of study, but how you make them better human beings... That is what the CMU of the future wishes to do.”

The Caribbean Maritime University Bill was approved by the Senate on 24 February. The senator who piloted the legislation, the Hon. Ruel Reid, Minister of Education, said it represented an opportunity for the CMU

to present itself as a niche market university, able to attract greater numbers of foreign students. Senator Reid also said university status would open the way to international grant funding, especially from the European Union and other international funding agencies.

## FUNDING

At the end of February a memorandum of understanding was signed between the Ministry of Science, Energy and Technology (MSET) and the Universal Service Fund (USF) at the ministry in Kingston. The agreement was accompanied by a donation of \$310 million by the USF to the new university. This funding will allow the university to build and operate a number of facilities at its location at Palisadoes, in East Kingston,

including a national maritime port operations simulator training center, a regional training laboratory and a geographic information system (GIS) center.

**Over the years, the CMI (now the CMU) has expanded its range of programs to include degrees at undergraduate, postgraduate and doctoral levels. It has gained national, regional and international recognition by the Chartered Institute of Logistics and Transport of the UK, the International Maritime Organization, CARICOM and the World Maritime University in Malmö, Sweden.**

# Curaçao

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## CURAÇAO INTRODUCTION

# Outlook remains positive for island's maritime sector

**T**he island of Curaçao has had its fair share of economic up and downs in recent times, what with the dissolution of the Netherlands Antilles and, more recently, political changes that have seen a series of prime ministers come and go in quick succession.

For the moment, the future looks reasonably promising; although, as always, opinion is mixed over whether Curaçao is heading in the right direction – especially as overall tourist

numbers have been slipping, due in large part to a big drop in visitors from Venezuela.

### BEDROCK

Despite the government's wish to focus on investment in information technology and perhaps move away from its economic ties with Venezuela, it's the maritime sector of Curaçao that continues to be a dependable bedrock of the economy.

So whether it's cruise shipping, container transshipment, tug opera-







tions, shiprepair, ship registry or sectors in which shipping plays a key role, such as oil storage and refining, Curaçao continues to show why it remains such an important regional maritime center.

In fact, there is plenty of positive news to report:

- The Netherlands' Damen Shiprepair & Conversion (DSC) has just taken over management of the local shipyard and aims to improve its performance.
- The Chinese are close to assuming control of the island's key 335,000 barrels per day Isla Oil Refinery, which dates from 1918 and is the second-largest in the Caribbean. The refinery is being leased by China's Guangdong Zhrenrong Energy after being in the hands of Venezuela's PDVSA for decades.

The Chinese firm is said to be ready to spend billions of dollars on upgrading the ageing facility. In turn, this should have a beneficial impact on the Bullenbay Oil Terminal, operated by Refineria Isla Curaçao, the longest established and largest terminal in the Caribbean.

- The Willemstad Container Terminal, operated by Curaçao Port Services, is believed to be close to placing an order for two new gantry cranes – a move that would increase productivity.
- The completion this year of a second mega cruise pier and the subsequent construction of the associated Rif Seaport Curaçao project.

So, all in all, the maritime sector seems to be in pretty good shape – certainly better than it has been for some time.



# Master plan to enhance St Anna Bay

**It's the age-old problem: what does a port authority do with harbor areas that have outlived their economic usefulness?**

Across Europe and North America, the stock solution is to convert the old warehousing and redundant quays into upmarket waterfront apartments and/or to create some kind of vibrant harborside district with shops, bars and restaurants. But in the Caribbean this has not been a particular issue.

Until now, perhaps. The Curaçao Port Authority (CPA) is one of the first to address the issue and to see a viable solution for parts of the inner harbor in St Anna Bay – one that benefits the authority, the local economy, the wider community and, hopefully, the shipping sector.

Like other port authorities, the CPA is a commercial entity and not a heritage trust, but the authority recognizes it has some obligations in preserving and maintaining Curaçao's history – itself closely associated with the sea and shipping.

Moreover, Willemstad, which straddles the entrance to St Anna Bay, is a Unesco World Heritage Site and the CPA must work within certain constraints regarding any

alterations to the area. The traditional parts of the inner harbor area of Willemstad have fallen into decline from a shipping perspective. Yet these historical quays hold tantalizing possibilities for redevelopment that will have knock-on benefits for tourism and the cruise sector in terms of making Willemstad an even more attractive destination.

**REVITALIZE**

In fact, the CPA has four under-utilized harbor areas and has drawn up an impressive master plan that more or less covers the period up to 2025 and aims to revitalize the older parts of St Anna Bay.

The four areas under CPA administration within St Anna Bay that have been earmarked for redevelopment are the Waaigat lagoon, the Scharloo and Klein wharfs and the Mathey Wharf in Otrobanda (on the left side of the bay's entrance channel). Together, these four areas add up to 16 hectares or so of shoreside land.

There is still some shipping activity in the four areas. For example, smaller cruise ships still call at Mathey Wharf, and Venezuelan 'coasters' can be seen along the Scharloo

and Kleine wharfs, but these vessels are now mostly relocated to the Grote Werf.

Instead of focusing purely on shipping, however, a central feature of the CPA's plan is to make the inner harbor accessible to the public as well as improving connections between the various neighborhoods around St Anna Bay while creating city-centre parks and meeting places – all with historical Willemstad as a backdrop.

Nevertheless, the CPA wants to retain a maritime dimension in some of these areas and says that the St Anna Bay master plan will continue to support a number of existing shipping activities while also introducing new ones. For example, Mathey Wharf will continue to welcome home-porting cruise ships and port-of-call operations as well as calls by non-cruise vessels. The CPA master plan foresees a much livelier Mathey Wharf area – one combining food and retail outlets with small businesses and the performing arts, all of which will not rely solely on cruise passengers for their existence.

**ENHANCED**

The Waaigat lagoon, meanwhile, is one area that will end its links with shipping and will be enhanced by the construction of a marina. Sadly, the Waaigat faces water quality problems and these must be solved before the CPA can undertake any landside improvements. Such improvements are likely to include a new waterside park, the marina, an urban beach and a lagoon bridge coupled with mixed-use development featuring restaurants and offices. The Klein



Instead of focusing purely on shipping, a central feature of the CPA's plan is to make the inner harbor accessible to the public



## UPGRADE FOR CONTAINER TERMINAL

The Curaçao Container Terminal is operated by Curaçao Port Services (CPS) on a long-term concession from the Curaçao Port Authority (CPA).

In 2016 the terminal handled a total of 98,278 teu – just short of the 2008 record figure of 102,082 teu.

The facility has two gantry cranes and some 1,000 meters of berthage. There is a maximum berth length of 460 meters and a maximum depth of 12.2 meters. The terminal has both ro-ro and lo-lo facilities and offers a 24-hour service.

The container terminal is government-owned and it has been clear for some time that investment was needed to upgrade the facility. The Minister of Economic Affairs, Eugene Rhuggenaath, had been pushing the port authority to urgently replace the facility's two ageing ship-to-shore gantry cranes.

A major step in this direction was made in November last year when CPS and the CPA signed a new 20-year concession agreement. A key element of the new concession was a requirement for the terminal's gantry cranes to be replaced within 24 months as part of an ANG 50 million upgrade program.

The Curaçao Harbor Free (Economic) Zone is located near the container terminal and acts as a distribution center.



and Scharloo wharves are also set to lose their maritime links and will give way to an esplanade and to bars and restaurants.

The North End of St Anna Bay will remain the focus for petroleum, refining and marine industrial operations such as shiprepair. Elsewhere, north of the Queen Juliana Bridge, the CPA expects to see a continuation of maritime activities. To the west, the plan is to upgrade infrastructure to make it capable of safely accommodating ships with liquid cargoes and those involved in supporting the offshore energy sector.

The CPA says that fulfilling its master plan will result in major economic benefits for Curaçao. It is estimated that 1,200 new jobs will be generated, directly and indirectly – a considerable number for a comparatively small island – and this figure excludes those involved in construction work.

The St Anna Bay plan is a long-term one, with each investment paving the way for the next phase. In short, the CPA seeks to put these four areas back to work on behalf of the whole island.



## TUG OPERATOR'S FULL RANGE OF SERVICES

KTK (Kompania di Tou Kòrsou) Tugs is a wholly owned subsidiary of Curaçao Ports Authority (CPA) and is responsible for all towing, mooring and pilot launching services at all ports of Curaçao.

Accordingly, KTK Tugs provides towage services in the Port of Willemstad, Caracas Bay, St Michiel's Bay, Fuik Bay and Bullen Bay.

In addition, KTK Tugs is available to undertake in-harbor, coastal and ocean towage, salvage and emergency response jobs, barge and pontoon transportation and other projects throughout the Caribbean, Central America and the northern coastal regions of South America.

The company owns and operates nine tugs ranging from 10 to 70 tons bollard pull. Four of the tugs undertake harbor towage services in Curaçao while the five other units operate in the international market. KTK Tugs also operates five Damen Pushy Cat workboats. These are used to provide offshore crew change services and offshore delivery of goods and spare parts.





# New mega pier to meet cruise demand

**A**cross the Caribbean it seems that existing cruise facilities are quickly outgrown – and much faster than was ever predicted when these were first conceived back in, say, the 1990s. And in this respect, Curaçao is no different. The delights of sailing directly into Willemstad and seeing the old Queen Emma pontoon bridge open and close are sadly confined to passengers on board the smaller cruise ships that are still able access the historic and colorful Mathey Wharf.

The ships operated by the region's biggest cruise lines have long ago outgrown the narrow yet charming entrance to Willemstad and now berth at the grandly titled Mega Cruise Terminal – a facility that is little more than a basic T-pier with few of the on-quay visitor attractions now seen elsewhere these days across the Caribbean. So even this terminal is starting to look a bit passé. In the late 1990s the Curaçao Port Authority (CPA) wisely opted to construct this deepwater pier beyond St Anna Bay at Rif Fort, but still close enough for passengers to access the Otrobanda side of Willemstad without too much trouble. At that time the new mega pier was a bold step, but one that enabled Curaçao to dramatically grow its cruise business and attract the biggest ships.

It has well and truly served its purpose. The cruise business doesn't pause for breathe, however, and Curaçao is following its example. The success of Curaçao as a destination meant that the existing pier could no longer meet demand, especially during high season. And, as no one likes to turn away business, a decision was made in mid 2014 to build a second mega pier.

The end result will be the Rif Seaport Curaçao, a destination village project that will include the second mega pier. This will be built next to the existing mega cruise terminal.

## VIBRANT

The idea is that the €38 million Rif Seaport Curaçao/Mega Cruise Pier II development will offer a better all-round visitor experience than the existing and somewhat prosaic mega pier and will comprise what the CPA describes as a vibrant and entertaining waterfront where visitors can experience the rhythm and flavors of the island. Moreover, Curaçao will be in a position to accommodate more cruise calls by even bigger ships.

The CPA's Sem Ayoubi told Caribbean Maritime that the second mega pier would be completed in November.

The work is being undertaken by the Netherlands' Royal BAM Group. Once the new pier is fully operational, Curaçao will aim to attract up to 1 million cruise visitors each year. A total of 470,000 cruise passengers visited the island in 2016 compared with 511,000 the previous year.

The 200 meter long pier will be able to accept up to 8,000 passengers a day but will also be able to accommodate other types of vessels if required. The CPA says it plans to make some improvements to the original mega pier – a task no doubt made easier by the additional operational flexibility that the two facilities will provide.

The CPA believes the Mega Cruise Pier II will meet demand for the next 10 to 20 years before it, too, is doubtless overtaken by further and as yet unforeseen developments in the cruise sector.

**Right: Improvements in the pipeline for existing mega pier**



Once the new pier is fully operational, Curaçao will aim to attract up to 1 million cruise visitors each year





# Making the maritime world a safer place

## De Ruyter Training & Consultancy, Curaçao

**D**e Ruyter Training & Consultancy, Curaçao has provided training courses for the maritime and offshore industry and the logistics and transportation sector since 2003 having previously organized ad hoc local maritime training for some eight years prior.

Today, DRTC Curaçao organizes about 150 courses a year on some 75 topics for groups of between eight and 15 students as

well as offering all STCW certificates that are mandatory for seafarers. On shore the DRTC provides company safety training (bedrijfshulpverlening or BHV), which is compulsory in the Netherlands.

### COURSES

Courses in Curaçao are provided in cooperation with DRTC Vlissingen in the Netherlands and the local fire department

(UO Brandweer & Rampenbestrijding Curaçao).

DRTC Curaçao offers both offshore and onshore-related training. It has its own facility in Willemstad at which both practical training and education is provided.

DRTC Curaçao is also well known for both its practical and theoretical training for non-maritime professionals. This training is provided by professional, specialized and highly qualified instructors. Courses are in four languages: Dutch, English, Spanish and Papiamentu.

But it's not only the maritime sector that looks to DRTC for training. General manager Johan Stegmeijer estimates that about half of its students are from onshore companies and organizations in the tourism sector, including hotels and restaurants, that want



DRTC Curaçao offers both offshore and onshore-related training from its own facility in Willemstad





## NEW CENTER IN SURINAME

DRTC currently has two training centers, DRTC Netherlands (head office) and DRTC Curaçao, and in the near future it will have a third when DRTC Suriname is set up. The Suriname facility will be a franchise operation, says Johan Stegmeijer.

Clearly, there is a need for a high-quality training centre in Suriname. Mr Stegmeijer explains the strategy behind the new set-up: "The upcoming offshore industry in Suriname and Guyana will generate a training requirement.

Of course, Suriname uses the Dutch language, so this made it a logical move for us. And the fact that there was no high-quality training offered locally".

their staff to learn about safety awareness, basic fire-fighting, first aid and how to operate an automatic external defibrillator (AED) and to obtain the relevant certification.

Covering an area of about 10,000 square meters, the DRTC Curaçao training center has two classrooms, a briefing room, an evacuation simulation hall, an advanced fire-fighting practice facility and a basic fire-fighting location as well as shore-sea survival logistics techniques.

### ON BOARD

Some courses are not available in Curaçao and the company sometimes sends students to its main training base in Vlissingen. For example, it doesn't have a bridge or engine-room simulator at its Curaçao facility.

The parent company provides high-quality safety training worldwide, with instructors giving hands-on training to seafarers on board ships. In addition to STCW-type training, DRTC develops tailor-made programs for the exact needs of clients. All instructors are highly qualified and have a wealth of experience in the maritime industry.

DRTC Curaçao provides all types of safety training in and around the Caribbean, especially in the former Dutch Antilles (Curaçao, Aruba, Bonaire, Sint Maarten, Saba and Sint Eustatius) but also in Venezuela, Colombia and elsewhere. It also provides specialist fire-fighting training for the aviation industry in Curaçao.

In addition, the Dutch coastguard

(Nederlandse Kustwacht) receives training from DRTC.

In short, as Mr Stegmeijer says, DRTC is all about making the world a safer place.





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# SVITZER



# Damen takes over shiprepair yard



**To many, Damen is a name inextricably linked with tug and workboat construction. And while this is the Dutch company's core business, it's sometimes forgotten that Damen is active in the shiprepair sector, too.**

In fact, Damen operates 16 shipyards in the Netherlands, France, the UAE, South Africa, Singapore and most recently in Curaçao. These are all run as part of its Damen Shiprepair & Conversion (DSC) division. And it's this division that has taken over the long-term management of the former Curaçao Droogdok Maatschappij (CDM) yard in February following an agreement with the government of Curaçao signed in September last year.

On assuming control of the CDM yard, DSC group director Durk-Jan Nederlof said: "The cooperation between Damen, the Curaçao government, local trade unions

and the personnel of the yard has been very pleasant during the period of negotiations and transfer of ownership. We are very much looking forward to continuing this collaboration in the future. It is excellent to see the enthusiasm of all parties to make this yard such a success."

## NEW TEAM

As part of the deal, Damen has installed a new management team led by Jaap de Lange who, since February, has been busy introducing new working methods and systems at the yard.

The facility is now operating as Damen Shiprepair Curaçao and continues to offer the same range of services and facilities as CDM. These facilities consist of two graving docks. The larger of these can accommodate vessels up to 270 x 44 meters. It has a draft of 7.9 meters at the entrance and

5.7 meters at dock head and has a capacity of 150,000 tonnes. The smaller dock has a capacity of 28,000 tonnes.

Damen has already made it clear that it intends to expand the yard by the addition of a third (floating) dock as part of a US\$ 40 million equipment and upgrade program while fully utilizing the 1,000 meters of wet berths.

## WORLDWIDE GROUP IS PARENT COMPANY

Damen Shiprepair Curaçao is part of the Damen Shiprepair & Conversion group, which operates 42 dry docks in 16 shipyards worldwide. More details on Damen Shiprepair Curaçao can be found at: [www.damenshiprepair.com/curacao](http://www.damenshiprepair.com/curacao)



'The cooperation between Damen, the Curaçao government, local trade unions and the personnel of the yard has been very pleasant during the period of negotiations and transfer of ownership'



# CAN PORTEK REVIVE PONCE'S HUB AMBITIONS?

First mooted as far back as 2004, Ponce's Port of the Americas has long been a white elephant among mega container hub schemes in the Caribbean – one that made it to completion yet never really got off the ground. Until now, that is.

**O**ver the past decade or so it seemed that Ponce in Puerto Rico had long since been pipped to the post as a potential container hub by fellow Caribbean newcomers such as DP World's Caucedo and the PSA-run Mariel and outgunned by existing hubs such as Kingston, Cartagena and MIT in Panama.

What's more, the Ponce project had apparently eaten its way through some US\$ 300 million during its development. And given the recent parlous economic situation in Puerto Rico, it's probably money that, on reflection, the government would prefer not to have spent.

## VALUE-ADDED

Yet here is a well-equipped port with a 55 ft (16.76 meter) draft access channel and a truly central Caribbean location that should have made Ponce a post panamax title contender. This was a container terminal concept, too, with a clear value-added dimension in terms of its key domestic traffic; yet it never got anywhere near contending.

But with so many natural positives, many people believed that the Port of the Americas still had a bright future and that

if only the right kind of management could be put in place, all would be well. So the governmental Port of Ponce Authority developed a tender for the private management of port operations. Step forward, at this point, Singapore's Portek International.

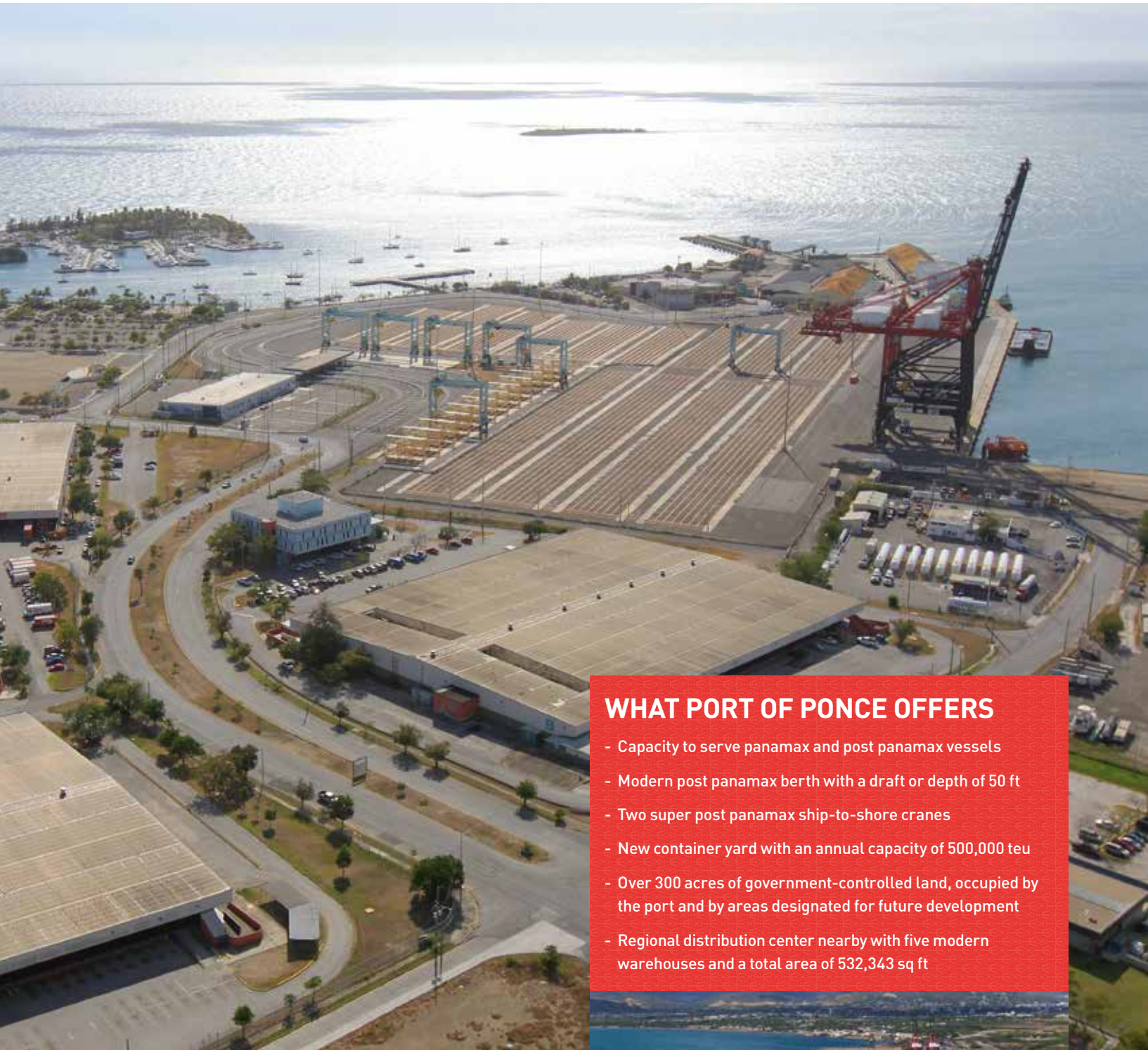
In 2015 Portek won the tender to run the port and to use its expertise and experience to turn around Ponce's fortunes and realize its untapped potential. Clearly, no one at Portek doubted the task ahead. And over the past one and a half years or so it has been hard work trying to get the port on track while at the same time opting to broaden Ponce's appeal and move slightly away from its original Caribbean container hub concept – perhaps recognizing that this market is pretty much saturated now.

So it's heartening to report that there is now some evidence that Portek's efforts are starting to bear fruit. "Our latest intensive marketing activities have recently identified new opportunities for the port," said Portek's Janis Kasalis, as he revealed to Caribbean Maritime that Portek aims to increase utilisation of the Port of Ponce by repositioning it as a multipurpose terminal.

Port of Ponce already handles dry bulk,







## WHAT PORT OF PONCE OFFERS

- Capacity to serve panamax and post panamax vessels
- Modern post panamax berth with a draft or depth of 50 ft
- Two super post panamax ship-to-shore cranes
- New container yard with an annual capacity of 500,000 teu
- Over 300 acres of government-controlled land, occupied by the port and by areas designated for future development
- Regional distribution center nearby with five modern warehouses and a total area of 532,343 sq ft

'Our latest intensive marketing activities have recently identified new opportunities for the port,' says Portek's Janis Kasalis





general and liquid bulk cargoes as well as ro-ro vessels and aims to attract further volume in these sectors. Port of Ponce is also looking at other types of traffic including ro-pax as well as project cargo and heavy lift.

Clearly, Portek wishes to build on this traffic, says Mr Kasalis.

Despite the drive for diversification, however, the core ambition remains to handle containers – first internationally and subsequently as a regional transshipment center. “The short-to-mid-term perspective for Port of Ponce, with its deepwater modern quay and cargo-handling equipment, is to handle gateway cargo meant for the Puerto Rico market,” said Mr Kasalis. “Nevertheless, with reasonable volume, Port of Ponce aims to further develop into a hub where there will be international feeder to countries in the Caribbean basin and also Jones Act-compliant feeder to the US.”

He went on: “Portek sees potential in such development in particular niche markets and is working with all stakeholders to identify gaps in the market and to secure potential future volumes.”

Sadly, despite its enthusiastic efforts, Portek has still not yet been able to attract container traffic to Port of Ponce and to take the first step in achieving its core ambition. In the course of this year, however, Portek does expect to conduct its first container handling trials to establish market confidence and we will have to see how this progresses.

### IMPRESSIVE

Notwithstanding the lack of containers filling up slots on the quay in Ponce, Portek’s other achievements to date are certainly impressive. For example, it has identified demand gaps where it aims to bring efficiency to the market; it has created awareness of Port of Ponce by promoting it both domestically (including the mainland United States) and internationally; and it is working with various stakeholders to realize the project.


Then there are the cruise ships that Portek and Puerto Rico Tourism Company have re-attracted to Ponce after a break of three years. Portek says there will be a total of nine cruise ship calls at Ponce from late 2017 to early 2019 with five calling from November this year to March 2018.

## ABOUT THE COMPANY

Portek International is a terminal operator that specializes in providing equipment and services to ports operating in Asia, Europe and Africa and, more recently, the Caribbean. Founded in 1988 and with its head office in Singapore, Portek has offices in at least nine countries in Africa, Europe, Asia and the Americas and employs about 2,200 people.

At the same time, Portek has undertaken a full technical evaluation of its ship-to-shore cranes and rubber tired gantry cranes. This, after all, is the company’s core business. It’s worth remembering that Portek is the only port operator to have a high-level in-house engineering capability.

So will 2017 be the year that Port of Ponce finally realizes its potential? Let’s see. But, if not, it won’t be for any lack of effort by Portek on behalf of the Port of Ponce Authority.



Portek does expect to conduct its first container handling trials to establish market confidence



# Clustering services and trade for a better integrated Caribbean

**W**hen describing the realities of the business world, the word 'competition' may be one of the strongest elements. In some circumstances – higher costs, bigger market, skills competition – companies realize, on the contrary, that cooperation may be a way to capture common profits.

The concept of 'coopetition' has been invented to describe situations where competitors choose to be business partners. Business clusters are an illustration of coopetition: companies are clustering in a specific area or through a network to benefit from the positive effects of proximity or pooling of resources.

Cluster GAT Caraïbes was born from that concept. In 2012 transport and logistics companies in Martinique decided to create the organization in order to gather knowledge on logistics and help develop businesses. The organization, which is non-profit-making, quickly developed in the French Caribbean and in the rest of the Caribbean, specifically acting to promote transport and logistics connections in the Greater Caribbean. Today, Cluster GAT Caraïbes is continuing its evolution by focusing its efforts on developing trade within the Greater Caribbean in order to speed up logistical flows.

## FOCUSING

The Greater Caribbean (including continental countries with a Caribbean coast) is composed of very differentiated economies, with markets of different sizes and various levels of development. Cluster GAT Caraïbes is focusing its efforts on the links between the French Caribbean (the French local communities of Guadeloupe, Martinique, Saint Barthélemy, Saint Martin and French Guiana) and the rest of the Caribbean.

With the exception of Saint Barthélemy, all these French territories are part of the

European Union. They are also fully integrated into the French Republic and basically have exactly the same organization as any other French region. Most of their trade relations are with the rest of the European Union and in particular with Metropolitan France (France in Europe). Transatlantic links are thus very important, accounting for up to 90 per cent of trade relations, whereas regional trade could be better developed.

In the Caribbean, logistics costs, customs and excise taxes are high, accounting for over 35 per cent of GDP on average (less than four per cent in G7 countries). The French Caribbean is no exception; even if it is in the European Union and part of the EU customs territory, it does not form part of the fiscal territory of the EU. This means that all imported goods have to comply with EU standards and regulations, prohibitions and restrictions, but taxes can be different from the rest of the EU. In practical terms, import taxes in the French Caribbean are composed of EU custom dues, national taxes (VAT, which is specific to the French Caribbean, with lower rates than Metropolitan France) and dock dues (specific for each local community).

On the one hand, the French Caribbean, as part of France, the European Union and the Organization for Economic Co-operation and Development (OECD), is less competitive on low-value-added products and services compared with its Caribbean neighbors. This is explained by factors such as higher standards, salaries and taxes. On the other hand, a strong advanced expertise and high-value-added products are available in the French Caribbean and are competitive and of high quality. This does not mean, though, that all high-value-added products are susceptible of being exported. The French Caribbean, like the European Union, is a gateway to the rest of the European market and a strong French Caribbean expertise is available to



By Jonathan Boudry  
Delegate General,  
Cluster GAT Caraïbes



help develop export products according to EU standards in Caribbean countries.

To develop trade between the French Caribbean and the rest of the Caribbean, however, it is necessary to consider each service and each product and how it will be able to compete and respect standards and conquer the targeted market. Entrepreneurs have to develop their knowledge and get to know the local stakeholders. It is also necessary to explain to them how to enter the target market, both legally speaking and in terms of the local culture, language and practices.

## PROFESSIONAL

Cluster GAT Caraïbes is engaged in such an action. It is a network used by its Greater Caribbean members as a means to facilitate contacts and be identified. It provides services to enter local Caribbean markets and aims to find ways to overcome obstacles to cross-border trade in the Caribbean. The Cluster offers pooled services, such as professional training, and organizes every two years the Caribbean Trade Fair for Transport and Logistics (due to be held next in 2018). An on-line multimodal marketplace ([carib-inter.com](http://carib-inter.com)) is available to find logistical solutions.

Taking part in business clusters may be the solution to help find the right partner or the way to enter new markets. Will this contribute to a better-integrated Caribbean? This is what we believe at Cluster GAT Caraïbes.



# PORT BRIEFING

3

## GUADELOUPE NEW CRANE FOR PORT DE JARRY

Guadeloupe Port Caraïbes has invested in a new post panamax Portainer ship-to-shore crane – a twin girder boom type with an out-reach of 43 meters. It has a maximum lift capacity of 60 tonnes and is designed to operate in high winds. The crane is being supplied by the Spanish company Paceco España and is expected to be delivered in 2018 for the Port de Jarry container terminal, which serves many transatlantic shipping routes. The terminal already has five cranes alongside 600 meters of quay and handles around 3.8 million tonnes of cargo per year.

4

## USA MAJOR RENOVATION AT PORT EVERGLADES

A memorandum of understanding has been signed between Royal Caribbean and Port Everglades for renovations to the port's Cruise Terminal 25. The anticipated completion date for the US\$ 75 million project is October 2018. The company will home-port its newest Celebrity ship, 'Celebrity Edge', from the fall of 2018. Royal Caribbean, which operates the largest cruise ship in the world, 'Harmony of the Seas', from Port Everglades, had already partnered the port to construct Cruise Terminal 18 for its Oasis-class ships in 2009.



PORT EVERGLADES

1

## PUERTO RICO REPAIRS TO CRUISE PIER

The Puerto Rico Ports Authority and Royal Caribbean Cruises Ltd have joined forces to refurbish the Muelle Panamericano II cruise pier in San Juan. As well as general improvements, the project will include improving the boarding bridge, upgrading security points, adding check-in counters, increasing baggage inspection capacity and improving the restrooms, as well as dredging alongside the pier. From May 2018 the 'Freedom of the Seas' will home-port from the pier on a seven-day Eastern Caribbean trip. The improvements are expected to boost weekly passenger throughput by 1,200 people.

2

## CUBA INVESTMENT IN SPECIAL DEVELOPMENT ZONE

As expansion work on Cuba's Mariel Port continues, the first Portuguese investment at the adjacent special development zone has been announced. Engimov Caribe SA is investing €5.6 million in five construction material plants, which will be developed in four stages. The Engimov group carries out civil construction and public works in nine countries. Its involvement in Mariel brings the total number of users to 24, representing a total investment of nearly US\$ 1 billion and creating over 4,000 jobs.

5

## HONDURAS

### EXPANSION OF PUERTO CORTES CORTES BEGINS

Work has begun in Puerto Cortes to construct an additional 350 meters of quay, representing an initial investment of US\$ 148 million. In addition, the channel will be dredged to 14.5 meters and two super post panamax gantry cranes will be installed. The new quay – Container Quay No 6 – will double the capacity of the port, which will also be the first in the region to operate cranes of this size. This investment is part of a larger improvement program to boost efficiency and reduce congestion in the port. A long-term program of investment totalling US\$ 640 million has been agreed between the concessionaire, Central Operadora Portuaria (OPC), and the government.

6

## MEXICO

### AGREEMENT ON NEW SITE AT TUXPAN

A memorandum of understanding has been signed between the state petroleum company, Petróleos Mexicanos (Pemex), and the port operator, SSA Mexico, to develop new oil port infrastructure in the Port of Tuxpan, Veracruz. The agreement will explore the possibility of SSA adapting its facilities to accept oil and petroleum products for use by Pemex. In addition, a pipeline will connect the terminal to Pemex's existing facilities in Tuxpan. The companies will also explore the possibility of a new terminal being built on Pemex land by SSA with a further two fixed anchoring positions.

7

## THE BAHAMAS

### NEW PIER ON WAY FOR COCO CAY

Royal Caribbean International has signed an agreement with The Bahamas to enhance its private island of Coco Cay, including the construction of a US\$ 47 million pier capable of handling Oasis-class ships. While the early stages are expected to be ready for use in 2018, the project will not be fully completed until 2019. As part of the agreement, Royal Caribbean has pledged to invest in hospitality training in The Bahamas to help grow its tourism industry.



Coco Cay

8

## PUERTO RICO

### NEW STS CRANES FOR SAN JUAN

Liebherr Container Cranes has completed delivery of three new ship-to-shore cranes to Crowley Maritime's Isla Grande Terminal. The units have an outreach of 39.62 meters and a lifting capacity of 65 tonnes under twin lift spreader. They are the first STS cranes to be shipped fully erect from Ireland, where they were assembled at Cork Dockyard.

9

## KINGSTON

### KWL HAS 'LARGEST CRANE IN CARIBBEAN'

Liebherr Maritime Cranes has delivered an LHM 600 mobile harbor crane in high-rise version for Kingston Wharves Ltd's multipurpose terminal. The so-called 'King of the Caribbean' is said to be the largest crane of its kind in the region. It has an elongated tower extension of 12 meters. Safety is enhanced by the higher position of the tower cabin. It has a maximum outreach of 58 meters and can handle fully loaded containers across 19 rows. The new crane joins KWL's existing LHM 550 high-rise unit.

10

## FREEPORT

### LIEBHERR HELPS OUT AFTER HURRICANE

Following damage by Hurricane Matthew, two mobile harbor cranes were delivered by Liebherr Maritime Cranes to Freeport Container Port in The Bahamas. Much of the port and yard machinery had been extensively damaged including two ship-to-shore cranes. To bridge the gap until new STS cranes are ready, Liebherr provided Hutchison Port Holdings with an LHM 550 and an LHM 600. After only five weeks the port was again able to serve container vessels.



## CRUISE NEWS

- Carnival Cruise Line has received approval from Cuba to begin sailings from Tampa to Havana in June this year with the 'Carnival Paradise'. Last year it became the first US cruise company to sail to Cuba in over 40 years.
- Carnival Cruise Line plans to build a US\$ 200 cruise port complex in East Grand Bahama after an agreement was signed with the government late last year. The project is expected to take two years. There are fears it will adversely affect the existing cruise port, and its many operators, in Freeport.
- Norwegian Cruise Line is extending its weekly round-trip cruises from Miami to Cuba through 2018. The 'Norwegian Sky' will sail the first of 33 four-day round-trip cruises out of Miami from March 2018.
- Beginning in the 2017-2018 winter season, Voyages to Antiquity (VTA), an award-winning boutique cruise line, is launching its maiden season of small ship cruises to Cuba under the moniker VTACuba, using the 350 passenger 'Aegean Odyssey'.
- Saint Lucia is to welcome its first mega cruise vessel by December of this year, according to the Hon. Stephenson King, Minister for Infrastructure, Ports, Energy & Labor. The breasting dolphin berth at Pointe Seraphine, Castries, will be extended to allow the cruise ships to berth. Mr King emphasized the need to improve, develop and enhance the island's cruise facilities and infrastructure.



1

## VESSEL SYSTEMS UPGRADE FOR PANAMA CANAL

The Panama Canal Authority (ACP) is introducing new systems to manage vessel scheduling and maritime resources in response to the growing levels of traffic through the expanded waterway. The state-of-the-art system is expected to take two years to fully install, with the first module to control scheduling due in place by the end of September this year. This will allow, for the first time, an integrated system to manage all resources such as tugs, pilots and line handlers, which in turn will improve operational efficiency and reduce waiting times. The technology will be provided by Quintiq, part of Dassault Systèmes, which specializes in delivering software to the maritime, transportation and logistics sectors.

2

## CUBA – MIXED FORTUNES ON CLOSER TIES

As US ports begin the process of reopening trade corridors to Cuba, there are mixed fortunes. The Alabama State Port Authority has signed a five-year cooperation agreement with the National Port Administration of Cuba to share and collaborate on market studies and promotion. In reporting the agreement, the US port said its goal was to foster relationships between the two ports. In Florida, however, the ports of Port Everglades and Palm Beach have cancelled plans to sign cooperation pacts after Florida's governor threatened, via Twitter, to withdraw funding because the new US administration was seeking greater concessions from the Cuban government. The ports had planned to sign MoUs with Cuba to form a strong alliance with Cuban ports. In contrast, two Mississippi ports, Pascagoula and Gulfport, did sign trade agreements with Cuba shortly after the Florida announcements. It is expected that President Trump will try to renegotiate the treaty that his predecessor signed to end the 50-year trade embargo.



3

### INTERCEPTOR VESSELS DELIVERED TO PANAMA

Damen Shipyards recently delivered four of its Interceptor 1102 vessels to the National Air and Naval Service of Panama (SENAN). These vessels were built by Damen Shipyards Antalya in Turkey and they will be based at Fort Sherman at the Caribbean end of the canal. Their main purpose will be to combat illegal drug trafficking, but they will also be used for anti-smuggling, anti-terrorist, rapid response and surveillance duties. With a speed of up to 55 knots, the 11 meter Interceptor operates with two crew and can carry up to four additional naval or security personnel. SENAN ordered four more of the same Interceptors on delivery of the first four.



# STARBOARD BRIEFING

4

### PORTMIAMI REACHES GLOBAL MILESTONE

PortMiami welcomed nearly 5 million cruise passengers during the 2016 cruise season, a world record. The port handled 4.98 million passengers, 1.5 per cent more than in the previous season. In October it was announced that US\$ 33 million in state grants was being allocated to PortMiami up to 2021 to fund the expansion of Cruise Terminal F into a mega facility able to handle 5,000 passengers at a time. An agreement was also signed with Royal Caribbean Cruises to build a new 170,000 sq ft terminal to provide home-porting for vessels up to Oasis-class size.

5

### KINGSTON - WORK BEGINS ON NEW GK HEADQUARTERS

Work began on 1 March on a new headquarters in Street, Kingston, for the food and financial services company GraceKennedy Ltd (GK). This follows the signing in February of a contract with China Sinopharm International Corporation (CSIC), which won the bid ahead of three other companies to construct the 10-storey building. During construction, the project will generate some 180 jobs, mostly for Jamaicans.



FELIX MIZOZNIKOV / SHUTTERSTOCK.COM

PORT MIAMI



# SIMULATOR BOOST FOR BAHAMIAN PATROL CREWS

**T**he crews of patrol vessels in Bahamian waters will be better prepared than ever thanks to a sophisticated new ship simulator that will be able to digitally 'recreate' the whole maritime area of The Bahamas.

An agreement has been reached between two Netherlands-based companies – Damen Shipyards Group and the maritime simulator company VSTEP – for the delivery of a NAUTIS full mission bridge simulator with Alpatron Marine equipment to the Royal Bahamas Defence Force (RBDS).

The delivery is part of the Sandy Bottom Project, which involves the RBDS acquiring a range of Damen patrol vessels, upgrading its existing fleet and developing its port and base infrastructure.

VSTEP is well known in the maritime industry for its state-of-the-art Det Norske Veritas-certified simulators, which facilitate training in compliance with all design criteria, class and IMO requirements.

In cooperation with the Damen Services training department, VSTEP will develop four simulated vessels for use in its custom simulator. Pushing the boundaries of

maritime simulation, this collaboration will involve the seamless digital recreation of the whole of The Bahamas, an area of 13,878 sq km, including nine detailed ports. All characteristics of the Damen-built vessels will be incorporated in the simulator.

## IMPROVED

The project will see VSTEP deliver the latest version 3.0 of NAUTIS featuring improved graphics, advanced ship dynamics and increased accuracy and visual fidelity of the sea, allowing for highly realistic training.

Damen sales manager Alan Borde said: "The incorporation of the simulator package was an instrumental part of the overall Sandy Bottom agreement. It will give the

RBDF the ability to recruit and train new cadets annually in a professional manner. The synergy between the simulator training, the familiarization training we have already completed and the general commonalities between the different classes of vessel and the bridge systems will provide longevity and increase the patrol capabilities of the RBDF."

Pjotr van Schothorst, chief executive of VSTEP, said: "The crews of these new vessels will be trained on the simulator for situations which are difficult or dangerous in real life, which makes them well prepared. They can train for ship handling and manoeuvring, and prepare for various operations relevant in their area."

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The crews of these new vessels will be trained on the simulator for situations which are difficult or dangerous in real life, which makes them well prepared

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# ST JOHN'S PROJECT BENEFITS CRUISE SECTOR

The tourism sector in Antigua & Barbuda is set to receive a boost from higher numbers of cruise visitors as a result of recent improvements to the Port of St John's. But the original vision of a large-scale port redevelopment is still in doubt owing to limited foreign funding.

**S**ignificant progress has been made in the port development project at St John's, Antigua, since the topic was last examined by Caribbean Maritime in May 2015.

However, the project appears to have been downscaled from the original concept of a major redevelopment involving the relocation of cargo facilities and the creation of an Economic Free Zone. Currently, the main beneficiary is the cruise sector.

In January 2015 the Antigua Port Authority signed a financing agreement with China Civil Engineering Construction Corporation (CCECC) to begin maintenance dredging of St John's harbor. This work was then undertaken by Trinidad-based ANSA Technologies and in conjunction with Dutch firm Boskalis and fellow RS Hydrographic

Services, also of Trinidad.

There was also an agreement between the Chinese government, the Antigua & Barbuda government and CCECC to provide more than US\$ 200 million for the port redevelopment project, including a new cruise berth as well as cargo and logistics facilities. But this funding has now been downscaled (see panel story).

If the scheme were carried through to completion, it would be the largest infrastructure project ever undertaken in Antigua. It would involve a redevelopment of the existing port infrastructure as well as new initiatives to promote container transshipment.

The government's most important partners in its efforts to achieve the full-scale port development are CCECC, BEA Contrac-

tors, Meridian Dredging, shipping lines and the private sector of Antigua & Barbuda.

According to local industry sources contacted by Caribbean Maritime, the timetable for the scheme could be about two years. So completion might be expected in 2019, but the government remains tight-lipped about confirming such a date.

## CRUISE SECTOR

So far, the port development project appears to have benefitted primarily the cruise sector. The government and its partners are working with cruise operators to build long-term relationships. The goal is to provide cruise passengers with an enhanced visitor experience and to enable the larger cruise ships now coming into service to be accommodated in the Port of St John's.



## ST JOHN'S, ANTIGUA

At the Florida-Caribbean Cruise Association Cruise Conference & Trade Show in Puerto Rico in September last year, the Antigua & Barbuda delegation presented a master plan for transforming the nation's cruise tourism sector. It showed details of the already commenced construction as well as plans to build two additional berths to accommodate the largest ships currently in operation, and a passenger terminal to support home-porting.

Additional dredging will be carried out in the turning basin and the harbor approach channel. The delegation was led by the Hon. Asot Michael, Minister of Tourism, Economic Development, Investment & Energy.

Future phases of the project are expected to include environmentally friendly landside public spaces and 130,000 sq ft of retail space to accommodate high-end

shops as well as a light railway to transport cruise passengers between the two hubs at the northern and southern ends of the harbor. Architectural plans for the new landside facilities include colonial-style facades to bring back the charm and character of old St John's, which is regarded as a major attraction for cruise passengers.

### BUNKERING

During the conference, members of the FCCA Operations Committee were told about the new bunkering services now offered by the Antigua & Barbuda government via West Indies Oil Company (WIOC) and Shell, the region's foremost bunkering company. This first-of-its-kind offering in Antigua will allow cruise ships to refuel at any pier while berthed in the Port of St John's. The WIOC facility has 1.5 million

barrels of storage capacity, so Antigua can offer this bunkering service to its cruise line partners at very competitive prices.

This facility is regarded as an added incentive for cruise lines to call Antigua and help the destination regain its former status as a key port of call on Caribbean cruise itineraries. Royal Caribbean's 'Adventure of the Seas' is among cruise ships that have already made use of the new bunkering services.

Cruise executives praised the Antigua & Barbuda government for delivering on a promise made just over a year previously.

The Antigua & Barbuda government believes it has regained the attention of the cruise industry leadership and is well on the way to achieving 'marquee' destination status in keeping with its vision for the industry.

## NEW CRUISE PIER IN SERVICE

The newly constructed Heritage Quay Cruise Pier entered service in December with the inaugural docking of 'Anthem of the Seas' – the largest ship ever to dock in Antigua.

The Caribbean contractor Meridian Construction Ltd was engaged by St John's Development Corporation to construct the new pier. Working in partnership with BEA Architects, the company signed the design and build contract last April and delivered Phase 1 of the project within budget and on time.

The pier modifications consisted of constructing a 300 ft long by 38 ft wide pile supported extension at the west end of the pier. In addition, mooring and fender blocks were installed on the north side of the extension and existing pier. Mooring dolphins and access catwalks were also constructed.

Meridian is contracted to undertake the dredging of the turning basin and the dredging and sheet piling of the north berth.



'Anthem of the Seas' – the largest ship ever to dock in Antigua





## PROJECT TO BE DOWNSCALED

According to industry sources, China Civil Engineering Construction Corporation (CCECC) has come through for the Antigua government and has now approved funding. However, the proposed project will be down-scaled. Owing to the amount of funds now available from CCECC, the project will be downscaled from the original figure of US\$ 200 million to approximately US\$ 86 million taking into account the rate of exchange.

It is understood the funding will be phased, with US\$ 30 million to be provided in the first phase, then a further US\$ 30 million by the end of next year, then the government will be looking for another US\$ 40 million from private sector investments.



At the Puerto Rico conference, Minister Michael told delegates: "Antigua & Barbuda has made tremendous progress in just two short years in delivering on its promise to its cruise line partners and local industry stakeholders. We have delivered on our promise to dredge the harbor, to extend the Heritage Quay pier and to provide fuel bunkering as promised. We have clearly demonstrated that we are an action government, that we understand and care about the cruise business and will do whatever is necessary to grow the sector for all our stakeholders and most importantly for

improving the incomes of the people of Antigua & Barbuda."

Total passenger numbers are expected to be around 237,000 this season compared with 213,000 last season.

Meanwhile, Princess Cruise Lines has confirmed that, due to the planned improvements, Antigua will be included in a new seven-day cruise from Fort Lauderdale to begin in 2018/19 which will be calling all year round.





# CHARTER MARKET REVIVAL



The global economic outlook for 2017 is rather upbeat; however, especially for the Americas, several perils remain

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## CONTAINER MARKET

After a slow start into the year, the container charter market finally picked up at the end of March. Especially the larger segments (1,700/2,500 teu) benefitted from the positive global trend.

High reefer vessels of 2,500 teu continued to fare relatively well, as they had already in 2016. In late March a number of factors also caused charter rates for standard 2,500 teu ships to rise substantially from mid US\$ 5,000 to over US\$ 9,000 in the Atlantic trading area. In sync with the increasing earnings, period flexibility also decreased after several ships had to accept durations of, for example, two to 12 months.

During the last six months over 20 ships of 2,500 teu had been scrapped, and another 10 or so were sold to Asian operators, thus removing them from the charter market. In addition to the declining supply side, extra demand was created by Spanish port strikes and traditional seasonal tonnage demand.

The 1,700 teu Caribbean market also cleared out towards April; compared with the 2,500 teu segment, the rates for 1,700 teu ships increased by 'only' 10 per cent in the first three months of the year.

Ships of 1,300 teu enjoyed decent demand and were particularly popular for high reefer trades. Charter rates consequently appreciated slightly and reached levels around US\$ 8,000 at the end of March.

In the 1,100 teu size category there were always a few ships available spot, so rates thus stagnated in the mid US\$ 6,000 range.

The sub 1,000 teu is becoming more and more a niche segment. Charter rates varied greatly between US\$ 5,500 and US\$ 7,000 depending on the specific vessel, trade and period. Currently, there are only about 20 vessels in the size range between 400 and 800 teu trading in the Caribbean, half of which are directly owned by operators.

During the last couple of months the Caribbean trading area registered a net outflow of 1,700 teu ships which were mainly replaced by a net inflow of 2,500 teu ships. As mentioned before, the market for sub 1,000 teu ships is shrinking and, accordingly, some smaller containerships left for business elsewhere.

The impact of the new expanded Panama Canal on the Caribbean and Central America intraregional trade has so far been

very limited. Even with the new alliances coming into force in April, the number of direct port calls in the Caribbean from Asia to USEC main lines remain scarce. Three services are run with classic panamax dimension ships with a total of five port calls at US Gulf or Caribbean ports. Out of the 16 services employing ships of 5,000 teu plus, 10 are routed through the new Panama Canal. Another five port calls arise from those services. The only new addition has been New Orleans, which previously had not been on any Asia to USEC schedule, but has so far been served mainly by 2,500 teu interregional services. Overall, the teu-miles have thus far not been reduced significantly and demand for smaller containerships trading in the Americas has not been negatively impacted.

## SALE AND PURCHASE OF CONTAINER TONNAGE IN CARIBBEAN

Sales activity had been relatively mute during the last couple of months. One 600 teu ship was sold to Asian operators and one Caribbean operator sold an ageing 1,100 teu vessel, which the new owners took to Asia for drydocking. Towards late summer this year the first 1,400 teu newbuilding vessels slated for a Caribbean operator are scheduled to hit the water. In general, though, Chinese yards have recently had difficulties to finish their building projects on time, thus the phase in 2017 still remains questionable.

Currently, second hand-purchase prices are rising as tramp owners as well as end-users are showing strong interest.

## MACROECONOMICS

The global economic outlook for 2017 is rather upbeat; however, especially for the Americas, several perils remain. The International Monetary Fund forecasts a global GDP growth of 3.4 per cent after 3.1 per cent in 2016. For the Latin America and the Caribbean the figures amount to 1.2 per cent and minus 0.7 per cent respectively. A more impressive gain than 0.3 per cent on economic growth is the expected doubling of the trade growth rate from 1.9 per cent in 2016 to 3.8 per cent in 2017. Potentially negative for emerging markets, however, are the interest rate hikes in the US that could trigger capital outflows from developing nations.



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**MCK2**

MANZANILLO, MX  
CORINTO, NI  
CALDERA, CR

**PWX**

BALBOA, PA  
BUENAVENTURA, CO  
GUAYAQUIL, EC  
CALLAO, PE  
MATARANI, PE  
IGUQUE, CL  
SAN ANTONIO, CL  
SAN VICENTE, CL

**WSX**

BALBOA, PA  
(BUENAVENTURA, CO)  
CALLAO, PE  
PANA, PE  
GUAYAQUIL, EC

**PDX**

MANZANILLO, PA  
COLON, PA  
RIO HAINA, DO  
CAUCEDO, DO

**PWX**

MANZANILLO, PA  
LA GUAIRA, VE  
PUERTO CABELLO, VE

**CIX**

MANZANILLO, PA  
COLON, PA  
CARTAGENA, CO  
BARRANQUILLA, CO  
SANTA MARTA, CO  
PUERTO LIMON  
KINGSTON, JM  
PORT AU PRINCE, HT

**PCK**

MANZANILLO, PA  
SANTO TOMAS, GT  
PUERTO CORTES, HN

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Brazil is expected to stay on the positive course it took towards the end of 2016 and will hopefully end the recession of the last couple of years.

Mexico has so far withstood any negative economic effects from the new Trump administration. The peso has, after weak-

ening initially, recovered to pre-election levels and new job creation beat expectations in early 2017. The growth outlook for the rest of the year has been downgraded, however, and the uncertainty about a disintegration of NAFTA or introduction of US import taxes led to weaker investment spending.

Venezuela is turning from bad to worse. The government has stopped publishing official statistics, but several estimates noted a double-digit percentage decline of the economy in 2016 with similar values expected in 2017. Inflation is forecast to reach about 2,000 per cent this year. In sync with falling economic output and dwindling foreign currency reserves, declining imports are also having an effect on regular container liner services. Of the six services currently calling Venezuela, two are dedicated solely to fruit exports; on the remaining four strings, 12 vessels of between 900 and 1,700 teu are still trading.

In line with further increasing tourist revenues Cuba's economy is forecast to expand by two per cent in 2017 after a 0.9 per cent contraction in 2016. The shrinking supply of subsidized Venezuelan crude and the threat of once again frozen relations with the US bear negative potential to that forecast.

One country going strong is the number two economy in the Caribbean, the Dominican Republic, where GDP is expected to increase by five per cent in 2017.

## SELECTED CONTAINER FIXTURES

### SUB 1,000 TEU – GEARED, CELLED

Jan 17	<b>Vega Sagittarius</b> 966 teu / 604@14 / 18on35 / 252rp	3-6 months	US\$	6,500.	p/d
Feb 17	<b>Jsp Amihan</b> 966 teu / 604@14 / 19on39 / 220rp	12 months	US\$	5,700.	p/d
Mar 17	<b>Falmouth</b> 862 teu / 585@14 / 19on38 / 204rp	3 months	US\$	6,400.	p/d

### 1,100 TEU – GEARED, CELLED

Jan 17	<b>Frisia Inn</b> 1,114 teu / 700@14 / 18on45 / 220rp	6-8 months	US\$	6,500.	p/d
Feb 17	<b>Vega Zeta</b> 1,118 teu / 712@14 / 20on42 / 220rp	2-12 months	US\$	6,500.	p/d

### 1,300 TEU – GEARED, CELLED

Jan 17	<b>As Fiorella</b> 1,296 teu / 958@14 / 20on45 / 390rp	1.5-4 months	US\$	7,250.	p/d
Feb 17	<b>Warnow Dolphin</b> 1,296 teu / 958@14 / 19on45 / 390rp	12 months WCSA trade	US\$	7,850.	p/d
Mar 17	<b>Private</b> 1,300 teu	0.5 year	US\$	7,850.	p/d

### 1,700 TEU – GEARED, CELLED

Jan 17	<b>Maersk Wilmington</b> 1,700 teu / 1186@14 / 20on58 / 192rp	4-14 months	US\$	6,600.	p/d
Feb 17	<b>Hermann Hesse</b> 1,732 teu / 1299@14 / 20on60 / 378rp	10-12 months	US\$	6,650.	p/d
Mar 17	<b>Jennifer Schepers</b> 1,794 teu / 1312@14 / 20on61 / 319rp	6 months	US\$	7,000.	p/d

### 2,500 TEU – GEARED, CELLED

Jan 17	<b>Wuhan Trader</b> 2,564 teu / 1852@14 / 22on84 / 352rp	3-9 months	US\$	6,300	p/d
Feb 17	<b>Easter Island</b> 2,532 teu / 1872@14 / 22on74 / 481rp	1-2 months	US\$	6,000	p/d
Mar 17	<b>Private</b> 2,500 teu	1 year	US\$	9,500	p/d

## CONTEX

	CONTEX	12 MONTHS, 1100	12 MONTHS, 1700	24 MONTHS, 2500
Jan 17	297	6,102	6,483	6,747
Feb 17	304	6,196	6,635	7,039
Mar 17	331	6,345	6,846	7,798

## AVERAGE REEFER RATES

	DEC	JAN	FEB
424,000 cft	72.5	63.5	66.5
265000 cft	35.0	30.0	34.5





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# IT business continuity in a changing landscape

Traditionally, business continuity management (BCM) has only considered risk analysis and management; but according to Forbes it should also include innovative strategies to meet the changing needs of customers and the environment

**T**hreats come in all forms and sizes. We have generally built our business continuity plans on the traditional predictable and quantifiable disasters such as fires, hurricanes, floods, power failures and earthquakes. Today's risk landscape has changed, however, and is now abstruse and nebulous. How, then, do companies even begin to quantify:



- Cybercrime, terrorism and denial of service (DoS) attacks
- Wireless device security loopholes
- Global supply chain throughput velocity and business partner connectivity concerns
- Public cloud infrastructure risks
- Human capital dependencies.

As the Greek philosopher Heraclitus said, change is the only constant. If the risk landscape has changed, then our BCM approach should change to reflect the new risks and the impact in various areas. Regardless of what they are, where they strike or when they occur, your response to the crises they create can determine your organization's very survival.

## REVIEW YOUR CURRENT MODEL

Companies are seeking innovative ways to proactively meet customer business demands. Marketing has shifted to more micro-personalized outreach; more software development projects have embraced the incremental agile approach, leaving behind sequential waterfall methodologies.

Should BCM not do the same?

For IT BCM, instead of focusing only on protection of people, assets, information and revenue, step outside that traditional risk-averse model and take a proactive approach that extends across the entire business. An approach such as this recognizes the ultimate goal of business resilience. Resiliency seeks the enhancement and protection of human resources, current revenue streams and future revenue growth potential by allowing business and operational decisions to be informed by advanced risk intelligence and proactive business continuity awareness, says Forbes.

## NEW BCM APPROACH

- **Adopt a holistic approach:** Truly serving the needs of a business requires in-depth knowledge and understanding of its objectives, operating environment and customer base. To achieve this requires a closer relationship not just with the business but with its customer as well.
- **Challenge the status quo:** Along with a greater understanding of the business's needs should be a willingness to think outside of the traditional sandbox and seek to tie your BCM objectives more closely to those of the business.

- **Be continuously dynamic and robust:** As new opportunities and threats appear on the horizon, BCM should be triggered well in advance to consider their potential impact. In other words, BCM should NOT be an afterthought but a part of the strategic planning and decision-making process.
- **Plan for the unexpected:** A BCM approach should incorporate not just well-established responses to predictable threats, but also elements of flexibility to handle those not-so-obvious implications that may come to bear.
- **Promote collaboration and communication:** Strengthen and infuse communication into the BCM process as well as leverage the knowledge and experience of all stakeholders to obtain a comprehensive picture of what is at stake.

Improved management of business continuity requires that we challenge the status quo and are willing to revisit, review and revitalize the existing framework with a view to adopting a more holistic approach. Enhanced communication, process reengineering and inclusiveness rank high among the priorities as BCM objectives are realigned with those of the business, all in order to derive maximum benefit for all stakeholders, including the often neglected consumer.

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